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COMMUNICATING CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES FOR THE REPUTATION OF AVIATION INDUSTRY IN KENYA

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Abstract

Purpose: The main objective of this study was to establish the impact of communication strategies used by Kenya Airports Authority while conducting CSR activities.

Materials and Methods: The theories that informed this study were: Attribution theory, Grunig theory and Hunt Model theory. Descriptive research design was adopted. The research targeted a population of 2,800 participants of KAA. Data was collected through questionnaires and administered to respondents in Kenya Airports Authority (KAA). The study employed both stratified and simple random technique. Data was collected using structured questionnaires. Quantitative data was analyzed using Statistical Package for Social Sciences computer software package (SPSS statistics version 22). Descriptive statistics drawn include mean, and standard deviation which were presented in tables and graphs. Inferential statistics drawn include multiple regression and correlation analysis.

Results: The results revealed that there is a positive relationship between Self-Centred Communication Strategy and the reputation of Aviation Industry in Kenya. The results indicated that there is a positive relationship between Mediated Communication Strategy and the reputation of Aviation Industry in Kenya. The results revealed that there is a positive relationship between Dialogic Communication Strategy and the reputation of Aviation Industry in Kenya.

Unique contribution to theory, practice and policy: The study recommended to the airlines in Kenya to consider incorporating the communication strategy, and especially the Dialogic Communication Strategy, in their CSR activities in order to have a desirable reputation. The study findings also recommended that more studies be done in future to establish the role played by other communication strategies used to communicate Corporate Social Responsibility activities on the reputation of aviation industry. The study also recommends the need to not only engage the publics through dialogic communication, but also acting on the feedbacks received.

Keywords: *Communication Strategies, Kenya Airports Authority, Corporate Social Responsibility*

1.0 INTRODUCTION

Corporate Social responsibility (CSR) is a technique which has been used in many organizations to communicate with the public indirectly about the existence of a certain firm and its products and/or services being offered. In most cases CSR is carried out as way to show gratitude to the community by giving back. CSR, therefore, is a marketing concept often used globally and in Kenya is no exception by many organizations to engage in a philanthropic work by giving back to the community to be seen as a good neighbor by the immediate community next to the organization in question (Morsing and Schultz, 2006).

Quite often than not, CSR has been implemented in many organizations majorly to help the society and not the companies necessarily benefiting from the exercise; but only to enhance favorable view of the public (clients or customers) towards that particular firm (Kotler and Armstrong 2008). Corporations are seen as actors that must act for the general wealth of society and are increasingly treated as personified autonomous subjects. Although corporations are progressively translating their corporate values into tangibles corporate social responsibility practices, a correspondence of values between stakeholders and corporate is not guaranteed; a mechanism of communication and feedback must be established with the audience and society as a whole. This implies that an organization must develop a sense of organizational values to be communicated and thereafter be willing to revise its conception based on the influence of others (Morsing and Schultz, 2006).

Meyer and Rowan (1977) first called attention “to the ways in which organizations seek legitimacy and support by incorporating structures and procedures that match widely accepted cultural models embodying common beliefs and knowledge systems” (Meyer and Rowan, 1977, p. 878). The definition of these accepted cultural models has been traditionally conceived as the result of an internal process of understanding and shaping of the corporate environment. In contrast, the evolution of the stakeholder theory has increasingly empathized how the link with the external environment must be conceived, not only as a flow of information, but as a communication channel through which an organization can co-create meanings with its stakeholders (Andriof and Waddock, 2002).

These two different organizational communication approaches have been extensively investigated by corporate communication. Several authors have found evidence of these two antithetical communicational approaches. They have been named in different ways: the transmission and the ritual view (Carey, 1989); and the monologic and the dialogic view (Ingenhoff and Koelling, 2009; Ryan, 2003; Kent and Taylor, 1998; Botan, 1997). Based on Grunig and Hunt’s public information model (1984), Morsing and Schultz (2006) have developed a model based on two dimensions, the interpretation of corporate values and the integration of stakeholder feedback, and they also identified three main communication strategies: information, response and involvement. It is the goal of the information strategy to disseminate CSR corporate information. Here, the interpretation of corporate values and the resulting CSR agenda are mainly defined internally, while the external feedback is not integrated into the corporate vision.

In the response strategy, the definition of corporate values is still an internal practice, but is addressed by monitoring stakeholder reactions to CSR activities. Based on an empirical analysis of Danish companies, Morsing et al. (2008) have redefined and divided this strategy into two different strategies: the expert and the stakeholder endorsement strategies, which are used to diffuse content and get feedback while avoiding potential stakeholder criticism. In this case, “companies target an exclusive group of experts which the companies themselves regard as ‘elite readers’ of corporate messages” (Morsing et al., 2008, p. 105), or they target a specific group of stakeholders and rely on them to convey the corporate CSR messages.

Corporate legitimacy has become a pressing issue inasmuch as the stakeholders’ perception of the role of business in society has been significantly redefined. New ethical expectations have risen along with a set of contingent social responsibilities that corporations are now asked to fulfill by the various groups of stakeholders in society (Moreno and Capriotti, 2009). As pointed out by Scherer and Palazzo (2007), these growing expectations are explained in part by the process of globalization, which is eroding established national institutions and procedures of governance. This particularly applies to corporations operating at a global level, where international standards of production, as well as labor regulations, often fail to constrain their behaviors and leave them the responsibility to self-regulate their production processes. Furthermore, during the last few years several companies have been involved in social and environmental disasters and, as a result their legitimacy has been challenged (Palazzo and Scherer, 2006).

As a consequence, citizens are increasingly demanding that the corporations justify and legitimate not only their economic actions, but also their social and environmental actions in the general public sphere. Redefining the relationship between business and society brings about the creation of a new form of corporate legitimacy and implications for businesses to open a dialogue in society. Corporate legitimacy has been defined as “a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions” (Suchman, 1995, p. 574).

The creation of a “congruence between the social values associated with or implied by [organizational] activities and the norms of acceptable behavior in the larger social system” (Dowling and Pfeffer, 1975, p. 122) lies at the core of the legitimacy of business in society. Eventually, obtaining legitimacy by aligning corporate behavior with stakeholder expectations is necessary to guarantee the corporation’s continued existence (Dawkins, 2004). Following this argument, corporate social responsibility activities encompass all of the diverse corporate social practices implemented in order to increase the congruence between corporate behavior and the social expectations of stakeholders and, as a consequence, to increase their legitimacy within society. Several researchers have shown the relationship between a firm’s engagement with CSR and its economic performance, the well-known “doing well by doing good” argument (Bhattacharya and Sen, 2004; Wood, 1991). However, in order to be perceived as socially responsible organizations, companies must match stakeholders’ social expectations, which may not always be an easy task.

Indeed, stakeholders' evaluations of CSR activities are not always positive; for instance, if those activities are perceived as having been achieved at the expense of product quality or if it is perceived that CSR efforts do not enhance corporate abilities (Morsing et al., 2008; Bhattacharya and Sen, 2004). As pointed out by Dawkins (2004), the ability to establish congruence between social expectations and CSR agenda depends on the capacity to communicate with different stakeholders and on the support obtained from audiences; moreover, the difficulty is "how to make it known and how the company deliberately should communicate it" (Morsing et al., 2008, p. 98).

Stakeholder awareness has been dramatically enhanced by the advent of the internet, which enables people to share almost anywhere with almost anyone "connected" on a scale that has not been seen in the past (Colleoni et al., 2011). Furthermore, with the diffusion of social media, such as Twitter and Facebook, stakeholders are no longer passive receivers of the communication, but increasingly engage in the creation and evaluation of content (Dellarocas, 2003). These features represent both great potential and a challenge for corporations; a strategic plan on what to present and how to present their CSR commitment to stakeholders is becoming a pressing issue (Dawkins, 2004).

While U.S. consumers value highly corporate economic responsibilities, French and German consumers are most concerned about businesses conforming to legal and ethical standards. Matten and Moon (2006) argued that cultural distinctions in societal expectations that may undermine other, perhaps more superficial, differences in cross-Atlantic corporate approaches. Specifically, the researchers suggest that the business and social structures of Europe as compared to the U.S. foster a different role for the corporation within those structures. They conclude that "the USA's comparatively greater deployment of CSR to address a wider range of issues is explained by the fact that in Europe these issues would be addressed through institutional capacities in which corporations would be implicated but not solely responsible" (2006, p. 17). The implications are that EU firms are far less likely therefore to discuss their responsibilities in explicit terms.

The source of the corporate justification for CSR may in fact be embedded in the cultural values and stakeholder expectations to which the organization is subject throughout its maturation process. Americans, in particular, have become more aware of and accordingly more interested in corporate communication about CSR activities in recent years. A majority of Americans consider issues relating to corporate citizenship when making investment and purchasing decisions (CSRwire, 2001). In fact, the American general public takes the lead in actually reviewing this information and reading reports. However, only approximately 30% of American-based CEOs believe that communication about CSR initiatives impact the firm's reputation a "significant amount," while a striking 94% of European-based CEOs believe in that impact (Hill & Knowlton, 2003).

The language used to communicate CSR-related activities offers a clear window into the nature of the corporate motivations, themselves. By evaluating the language of public communications, one is able to determine the audience the firm may be trying to impact and the means by which it hopes to do so. In a 2005 announcement about an increase in funding for green technology

research, General Electric CEO Jeffrey Immelt explained that it was not a “self-sacrificing attempt to save the planet,” but instead because GE planned “to make money doing it” (Zadek, 2005).

Kenya Airways Ltd., more commonly known as Kenya Airways, is the flag carrier airline of Kenya and started operations in 1977. It has fast become a leading international airline travelling from Nairobi to destinations all over the world. Its main base is in Jomo Kenyatta international airport, Nairobi. The airline was established after the break-up of the East African Community and the consequent demise of East African Airways. It was wholly owned by the Kenyan government until April 1996 (Kenya Airways, 2018).

Corporate Social Responsibility (CSR) is one of the key strategies in Kenya Airways. The airline recognizes the fact that by engaging in CSR it has not only managed to sustain its position as one of the most respected airline’s both in Kenya and Africa but also in the past won the Company of the Year award (COYA). Corporate Social Responsibility (CSR) enhances the airline’s competitive edge in the turbulent environment which it operates in due to the enhanced corporate image. The airline also acknowledges the need to entrench CSR in its mission statement to ensure alignment with the overall corporate strategy, thus minimizing any potential conflicts between the stakeholders and the shareholder.

Corporate reputation has become progressively broader and more complex. It extends beyond the quality of products and services, treatment of employees and brand values to encompass ideas of CSR (Mitigoo, 2006). Chemayiek (2005) emphasizes on the need for Kenya Airways to keep the customers satisfied in order to maximize the wealth of the shareholders. However, focusing on customer satisfaction without paying attention to communication strategies used to communicate the CSR activities would only lead to success in the short run because the airline does not operate in a vacuum.

The reputation of KAA has been wavy because of the past occurrences in the industry. Among the many things that have befallen it include: the laying down of employees through text messages, fire outbreak at the airport’s depot, a fire incident in plane with 142 passengers on board and also cases of delayed flights. CSR is not about products and services, but it does have a direct impact on the general’s public’s willingness to buy from, invest in, and work for a given company—all things that directly impact corporate reputation. Communication of these CSR activities is of great importance in the aviation industry.

1.1 Statement of the Problem

CSR has been receiving much attention lately from many organizations. It has been recognized as a source of sustainable development (Brammer and Pavellin, 2006) and has become an emerging imperative (Baladi, 2011). In short, CSR can no longer be something complementary or temporary (Yunus, 2007).

In today’s world, people tend to be more sensitive to companies that act responsibly than to those that act irresponsibly. In short, CSR is now a consumer purchase decision criterion (Arli and Lasmono, 2009). The result is that the negative effects a company’s bad behavior may have on the community seem to be more substantial than the positive effects of its good behavior; which,

in turn, relates to how a company's CSR initiatives impact stakeholders' perception of the quality of the company's products (Bhattacharya and Sen, 2004).

In today's business environment, competition is no longer solely limited to manufacturing better and higher quality goods. There are many other critical factors that will determine a company's success and make it stand out. One such factor is corporate image and reputation. As a number of academics have argued, maintaining and enhancing corporate reputation can have a strong impact on customer value and customer loyalty and create a differential competitive advantage (Jeremy Galbreath, 2008; Maohua Li, 2009).

Recent studies have shown evidence of positive relationships between CSR practices and reputation (Melo and Garrido-Morgado, 2012). In addition, many companies show an eagerness to display their CSR policies and initiatives with a view to enhance their corporate image. In addition, many companies readily perceive the accruing benefits of being seen as socially responsible and attach importance to reporting their CSR activities, even using different media channels to communicate their activities to stakeholders (Mozes *et al.*, 2011).

The airline industry plays a significant role in economic development of any country. The major contribution being provision of air transport services to passengers, cargo and mail. A country such as Kenya which relies heavily on foreign earnings through the export of its horticultural produce is a direct beneficiary of the airline services. The movement of people and goods for investment is also made possible through the airline services. Tourism is one of the main contributors to the national income and the movement of tourists is also made easy by the airlines which operate in the various part of the world including Kenya Airways. Over and above this, airlines also provide direct employment to many people and the direct contribution to the exchequer cannot be overemphasized (Chemayiek, 2005).

In Kenya today CSR is well practiced but not as regulated in Nigeria. There are a variety of organizations doing businesses, ranging from product-oriented marketing and service-oriented marketing. The notable companies that have come out strongly in this initiative of "giving back to the society" are Kenya Airways, Safaricom, Airtel, Kenya Power (KP), East African Breweries Limited (EABL), Kenya Television Networks (KTN), Nation Television (NTV), Co-operative Bank, Equity Bank, Coca Cola, Brookside, New Kenya Cooperative Creameries (KCC), to mention but a few. All these companies and many others operating in the country in one way or another, do practice CSR. How the CSR activities are communicated is what differentiates the companies that register success as compared to those who seem to be losing it.

Mulei (2011) conducted research on corporate governance in Kenya Airways. While these studies focused on CSR practices and Kenya Airways, none has focused on CSR practices in the airline. According to Pearce and Robinson (1997), each firm regardless of size must decide how to act in a socially responsible manner by fulfilling its perceived social responsibility. Tsoutsoura (2004) echoed this by noting that each company has a unique way of implementing CSR, depending on its size, the particular industry involved, the firm's business culture, stakeholder demands, and how historically progressive the company is in engaging in CSR.

Researchers have treated CSR in various ways: as the information disclosed to the stakeholders on the business social conduct (Lankveld, 2014) ; as the perception of the various stakeholders of

the business social conduct (Montiel & Ceballos, 2014); as corporate reputation (Montiel & Ceballos, 2014); as socially responsible investment and charitable donations (Nofsinger & Varma, 2014); and as independent multidimensional ethical rating of business (Montiel & Ceballos, 2014).

1.2 Theoretical Review

Attribution theory is rooted in the work of Kurt Lewin, Julian Rotter, John Atkinson, Fritz Heider, Harold Kelley, and Bernard Weiner. Heider (1958) argued that people try to identify the dispositional properties that underlie observed behavior and do so by attributing behavior either to: External (situational) causes and Internal (dispositional) causes. This theory asserts that any communicative event or behavior can be viewed as an effect that has some cause and the cause we attribute is likely to influence the meaning of the action and how we might respond to it.

Assumptions of Attribution Theory

Attribution theory is a collection of diverse theoretical and empirical contributions that focus upon the universal concern with explanation – why a particular event, or state or outcome has occurred and the consequences of phenomenal causality (Fiske & Taylor, 1991:23; Weiner, 2000; Darmon, 2005). In view of attribution theory, people are constantly searching for reasons to explain why an event turned out the way it did. Weiner's (1986) attributional theory of achievement motivation describes basic dimensions that people use to understand their success and failure: internal or external locus, stability over time and controllability. Weiner's attributional analysis of achievement behaviour is the most comprehensive theoretical model about the influences of attributions on cognitive processes, affect and behaviour (Försterling, 2001:109). People will interpret their environment in such a way as to maintain a positive self-image.

Weiner's (1986) model incorporates a cognition-emotion-action process. In a consumer behaviour context, consumers' assignment of causal inferences for product failure and their interpretation of the dimensional quality of perceived causes influence their emotions and subsequent complaint behaviour. Attribution theory addresses how cognition and emotion together influence people's behavior (Folkes, 1984; Weiner, 2000). An understanding of dissatisfied consumers' cognitions and emotions are necessary in order for researchers to shed light on consumers' complaint behaviour. Hence, Weiner's (1986) attribution theory is integrated with conceptions concerning consumer behaviour to develop a theoretical basis for studying consumers' complaint behavior concerning their dissatisfaction with the functional and/or symbolic performance failure of major electrical household appliances.

Criticisms of Attribution Theory

Attribution Theory deals with how the social perceiver uses information to arrive at causal explanations for events. It examines what information is gathered and how it is combined to form a causal judgment (Fiske, & Taylor, 1991). One of the major criticisms of the theory is the assumption of people as logical and systematic thinkers. Because of this, attribution theory is criticized for being mechanistic and reductionist.

Attribution Theory also fails to take social, historical, and cultural factors into consideration, which shape attributions.

The relevance of Attribution Theory to this study

The reputation of any organization, whether good or bad, is normally attributed to the behavior of the organization. In this study, the behavior would be in relation to external (situational) causes and internal (dispositional) causes. The external (situational) causes would be, for instance, the communication strategies of Corporate Social Responsibility activities. These strategies include: self-centred, mediated and dialogic communication strategies.

1.3 Conceptual Framework

A conceptual model links the problem statement to the research questions and the theories which formed the basis for elaboration of the findings of the study.

Independent Variables

Dependent Variable

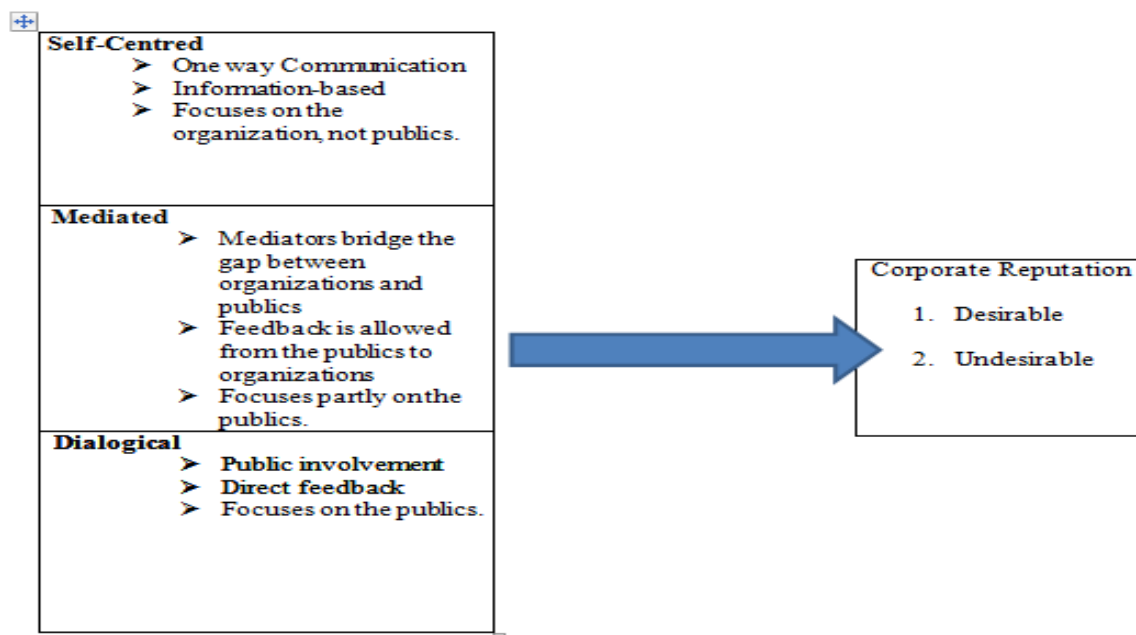


Figure 1 Conceptual Framework: By the Researcher (2020)

2.0 METHODOLOGY

The theories that informed this study were: Attribution theory, Grunig theory and Hunt Model theory. Descriptive research design was adopted. The research targeted a population of 2,800 participants of KAA. Data was collected through questionnaires and administered to respondents in Kenya Airports Authority (KAA). The study employed both stratified and simple random technique. Data was collected using structured questionnaires. Quantitative data was analyzed using Statistical Package for Social Sciences computer software package (SPSS statistics version 22). Descriptive statistics drawn include mean, and standard deviation which were presented in

tables and graphs. Inferential statistics drawn include multiple regression and correlation analysis.

3.0 RESULTS

3.1 Demographic data of respondents

The respondents were asked about their position within the organization such as, number of years of employment with the organization, and the department within which they work. A summary of the findings are recorded in Table 1.

Table 1: Demographic information

		Frequency	Percent	Cumulative Percent
Position Held	Accounts clerk	29	14.6	14.6
	Administrative assistant	14	7.0	21.6
	Attachee/Intern	18	9.0	30.7
	Casual worker	9	4.5	35.2
	Corporate Affairs	10	5.0	40.2
	Documentalist	4	2.0	42.2
	Engineer	12	6.0	48.2
	Environmentalist	2	1.0	49.2
	Finance Clerk	19	9.5	58.8
	Fire Officer	3	1.5	60.3
	General Manager	1	.5	60.8
	HR clerk	17	8.5	69.3
	HR manager	5	2.5	71.9
	Network Support	6	3.0	74.9
	Operation manager	3	1.5	76.4
	Photo Journalist	7	3.5	79.9
	Procurement clerk	12	6.0	85.9
	Quality manager	3	1.5	87.4
	Receptionist	7	3.5	91.0
	Research assistant	3	1.5	92.5
Security officer	15	7.5	100.0	
	Total	199	100.0	
Department	Administration	1	.5	.5
	Corporate communication and planning	21	10.1	10.6
	Customer service	8	3.9	14.5
	Engineering	19	9.2	23.7
	Finance	48	23.2	46.9
	Human Resource	33	15.9	62.8
	Management	1	.5	63.3
	Marketing and business development	15	7.2	70.5
	Operations	1	.5	71.0
	Procurement	20	9.7	80.7
	Registry	4	1.9	82.6
	Research	1	.5	83.1
	Safety & operation management	7	3.4	86.5
	Security	19	9.2	95.7
	IT	9	4.3	100.0
	Total	207	100.0	
No. of year served	Less than 3 years	78	38.0	38.0
	3 to 6 years	75	36.6	74.6
	7 years and above	52	25.4	100.0
	Total	205	100.0	

The results indicate that majority of the respondents were accountants with a percentage of 14.6%. Those who held the position of the HR clerk who represented 8.5% of the respondents followed this. Several positions made up 0.5% each, which is the least representation. It is also notable that 1.4% of the respondents (indicated as Null and null) did not provide information regarding their positions.

On the aspect of department, Finance department had the highest representation with 23.2% followed by HRD with 15.9%. Again, several departments contributed 0.5% each, which was the smallest percentage representation by department. All respondents gave information regarding department of service.

Majority of the respondents had been employed for three years or less, forming 38% of the total respondents. Those who had served with the Authority for seven years or more were the least represented making up only 25.4% of the total.

3.1.1 Communication strategies utilised by the Kenya Airports Authority

The findings showed that the Kenya Airports Authority utilized all the three communication strategies to inform the public on their CSR activities. Although dialogic communication was the most used strategy, it is safe to say that the three strategies were utilized in an equal measure since the difference is about 5% as shown in the pie chart representation below.

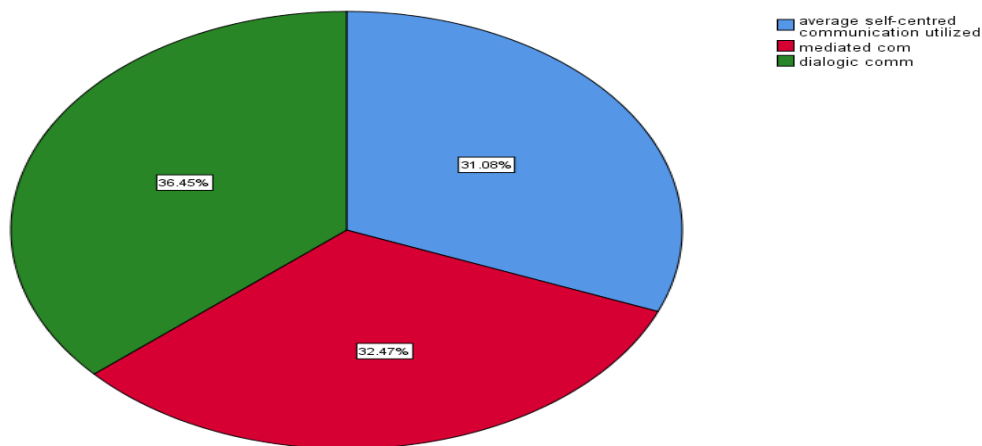


Figure 2. KAA Communication Strategies by Comparison

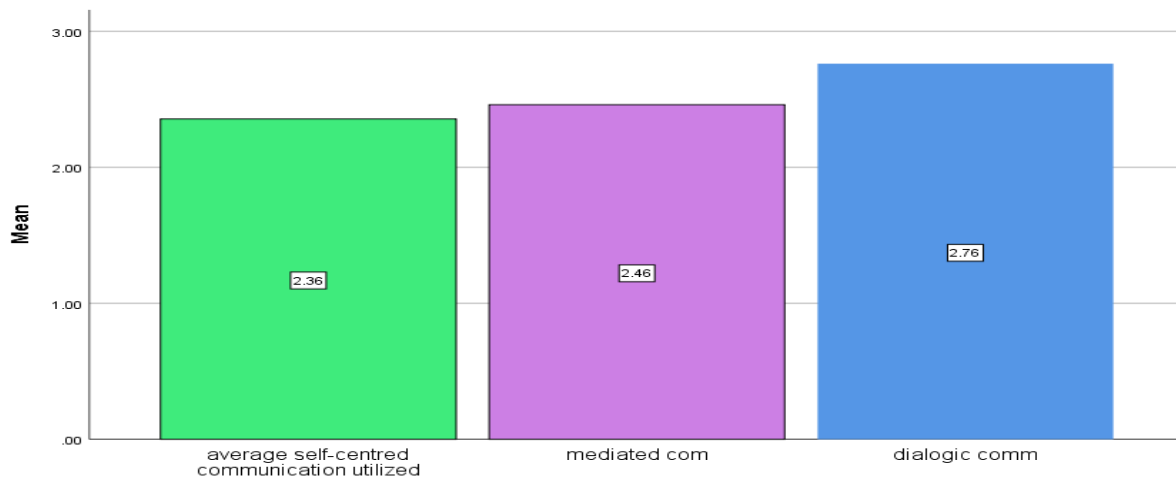


Figure 3. KAA Communication Strategies by Comparison

3.2 Descriptive analysis

This section sought to describe the relationship between Communication strategies used to communicate Corporate Social Responsibilities and Corporate Reputation of KAA.

3.2.1 To Establish the Role of Self-Centred Communication Strategy of CSR Activities for the Reputation of Aviation Industry in Kenya

This section presents descriptive results for Self-Centred Communication Strategy with relation to corporate reputation. The descriptive statistics results are presented in Table 2.

Table 2: Descriptive statistics for Self-Centred Communication Strategy

	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	Std. Dev
	%	%	%	%	%	
Your organization informs the publics about any CSR activities to be conducted.	12.6	17.4	50.2	19.8	2.77	.909
Communication is done one-way, from the organization to the publics	19.2	45.8	24.6	10.3	2.26	.888
The public opinion is never heard and when heard, is suppressed.	38.3	38.3	14.6	8.7	1.94	.938
Consultations concerning CSR activities are done internally, within the organization.	12.2	27.3	50.7	9.8	2.58	.828
The focus is always on the organization's interest and not the publics	27.1	37.2	30.0	5.8	2.14	.886
the organization prefers this strategy of communication	13.6	31.7	34.7	20.1	2.61	.957

The results depict that the participants agreed that their organization informs the publics about any CSR activities to be conducted (M=2.77, SD = 0.909), consultations concerning CSR activities are done internally, within the organization (M=2.58, SD=0.828), the organization prefers this strategy of communication (M=2.61, SD =0.957). However, the respondents disagreed that communication is done one-way, from the organization to the publics (M=2.26,

SD=0.888), the public opinion is never heard and when heard, is suppressed (M=1.94, SD=0.938) and that the focus is always on the organization's interest and not the publics (M=2.14, SD=0.886).

Unlike Morsing and Schultz (2006), who outline two distinct strategies based on internal CSR agenda definition – one that benefits from external feedback (i.e. response strategy) and one that does not (i.e. information strategy) – it is assumed that companies always have the opportunity to benefit from feedback and to converge stakeholders' expectations. In this case, the congruence will be the result of an internal process based on feedback about corporate legitimacy.

Beckmann (2007) also subscribes to the view that consumers are interested in CSR, but at the same time rather skeptical and cynical in their views. Furthermore, the importance of a strategic fit between company and cause is underlined, and it is argued that consumers “are more sensitive to negative CSR information than to positive CSR information” (Beckmann, 2007, p. 32), which might explain the corporate world's reluctance to communicate proactively about CSR.

The result showed a positive relationship between Self-Centred Communication Strategy and the reputation of Kenya Airports Authority.

3.2.2 To Examine Exploitation of Mediated Communication Strategy of CSR Activities for the Reputation of Aviation Industry in Kenya

Mediated Communication Strategy is one of the independent variables in this study. This section presents descriptive results for Mediated Communication Strategy with relation to corporate reputation. The descriptive statistics results are presented in Table 3.

Table 3: Descriptive statistics for Mediated Communication Strategy

	Strongly Disagree	Disagree	Agree	Strongly Agree	Std. Mean	Std. Dev
	%	%	%	%		
Mediators act as bridge between the organization and the publics	17.5	20.4	44.7	17.5	2.62	.969
The "mediator's" chosen are well known to the publics.	15.6	29.8	38.5	16.1	2.55	.941
the publics positively receive information from the “mediators”	21.0	32.7	34.6	11.7	2.37	.944
The feedback received from the publics is through the mediators.	15.1	34.6	38.5	11.7	2.47	.888
The feedback is sufficient enough for the organization to decide on the CSR activities.	15.0	37.4	36.4	11.2	2.44	.880
The organization prefers this type of communication to any other.	16.7	28.8	40.4	14.1	2.52	.933

From the results, the respondents agreed that mediators act as bridge between the organization and the publics (M=2.62, SD=0.969), the "mediator's" chosen are well known to the publics (M=2.55, SD=0.941), and that the organization prefers this type of communication to any other

($M=2.52$, $SD=0.933$). However, they disagreed that the public's positively receive information from the "mediators", feedback received from the publics is through the mediators and that the feedback is sufficient enough for the organization to decide on the CSR activities.

Credibility may be obtained through subtle, implicit ways of communicating, often using endorsed communication and genres that are traditionally regarded to be very credible, such as reports (Morsing et al., 2008; Morsing and Schultz, 2006). Mediated Communication Strategy, from the result, affects the reputation of Kenya Airports Authority.

3.2.3 To describe the impact of Dialogic Communication Strategy of CSR Activities for the Reputation of Aviation Industry in Kenya

Dialogic Communication Strategy is one of the independent variables in this study. This section presents descriptive results for Dialogic Communication Strategy with relation to corporate reputation. The descriptive statistics results are presented in Table 4.

Table 4: Descriptive statistics for Dialogic Communication Strategy

	Strongly Disagree %	Disagree %	Agree %	Strongly Agree %	Std. Mean	Std. Dev
The publics are fully involved in the CSR activities, especially through communication.	11.2	24.9	46.3	17.6	2.70	.888
The feedback comes directly from the public to the organization.	8.8	25.4	37.1	28.8	2.86	.936
The focus is on the publics since they are the biggest beneficiaries of CSR activities.	9.3	20.5	42.0	28.3	2.89	.923
The publics since they are the biggest beneficiaries of CSR activities.	14.1	20.9	45.1	19.9	2.71	.944
The most preferred communication strategy.	8.1	20.2	49.0	22.7	2.86	.859

The results in Table 4 show that the respondents agreed that the publics are fully involved in the CSR activities, especially through communication ($M=2.70$), the feedback comes directly from the public to the organization (2.86), the focus is on the publics since they are the biggest beneficiaries of CSR activities (2.89), the public since they are the biggest beneficiaries of CSR activities (2.71) and that it is the most preferred communication strategy (2.86).

A number of surveys and studies (Beckmann, 2006; Sen and Bhattacharya, 2001; Maignan, 2001; Ramasamy and Yeung, 2008) points out that consumers see CSR as a very important issue, and something they expect companies to engage in. In contrast, several other studies (e.g. Morsing et al., 2008, Mohr et al., 2001) show that consumers have reservations about companies that are over-eager in their efforts to inform stakeholders about their CSR activities. Consumers are simply not persuaded by this, and as a consequence, both corporate credibility and trust can take a negative turn.

While dialogue is the tool, agreement and consensus are most often regarded as the solution on which to base further decisions and action, and hence to continue the collaboration. As argued by

Johnson-Cramer et al. (2003: 149) ‘The essence of stakeholder dialogue is the co-creation of shared understanding by company and stakeholder’.

From the result, Dialogic Communication Strategy is the most preferred strategy and it positively affects the reputation of Kenya Airports Authority.

3.2.4 Corporate Reputation

Corporate Reputation is the dependent variable for this study. This section presents descriptive results for Corporate Reputation with relation to corporate reputation. The descriptive statistics results are presented in Table 5.

Table 5: Descriptive statistics for Corporate Reputation

	Strongly Disagree %	Disagree %	Agree %	Strongly Agree %	Mean	Std. Dev
The positive view of publics to an organization is as a result of the communication strategy chosen.	6.3	7.7	53.6	32.4	3.12	.800
Desirable outlook of the organization means that the publics are satisfied with the way the organization communicates its CSR.	6.3	21.4	44.2	28.2	2.94	.865
The publics are attracted to an organization that puts into consideration the feedback of its publics.	4.8	12.6	36.7	45.9	3.24	.852
An organization that makes CSR decisions on its own is likely to lose some of its customers.	10.1	29.5	31.4	29.0	2.79	.976
Communicating CSR activities to the publics can be a slow process, leading to undesirable outcome on the part of the organization.	19.0	22.0	27.8	31.2	2.71	1.103

The study participants were found to agree to all items on Corporate Reputation. Their mean values were greater than 2.5 which is equivalent to 3 which represents agree.

3.3 Test for Assumptions of parametric tests

This section sought to test for the assumptions made by parametric tests in which linear regression and Pearson’s correlation are part of. These assumptions includes normality, linearity, homogeneity of variance and no multicollinearity assumptions. Each was discussed.

3.3.1: Normality assumption

This section shows the normality test of the Residuals. Linear regression analysis assumes that the residuals should be normally distributed. This assumption was tested using a normal P-P plot. If all the values tend to lie on the straight line cutting across the diagonal, then the variable is said to assume normality. The results were presented in Figure below.

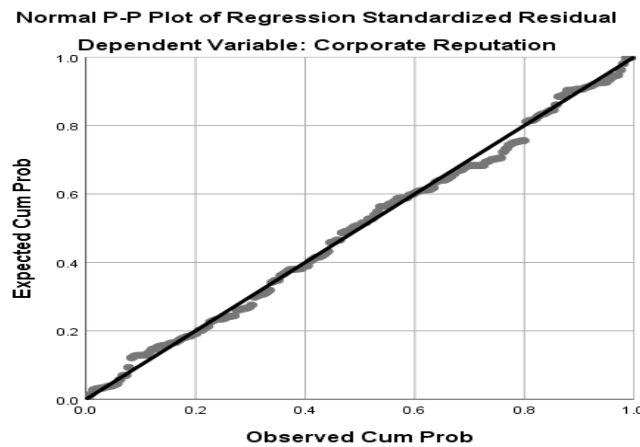


Figure 4: Normal P-P plot of Residuals for the relationship between Communication strategies and corporate reputation

Research findings in figure 4 show that the points tend to lie on the diagonal line indicating that there was no violation of the normality assumption and therefore regression analysis may be performed.

3.3.2: Homoscedasticity

Homoscedasticity refers to the constancy of variance. In regression analysis, the residuals are assumed to be the same across all values of the independent variables. A residual scatter plot for predicted scores and standardized residual values also known as errors of prediction was used to test for homoscedasticity. This assumption is met if the scores are randomly scattered about a horizontal line.

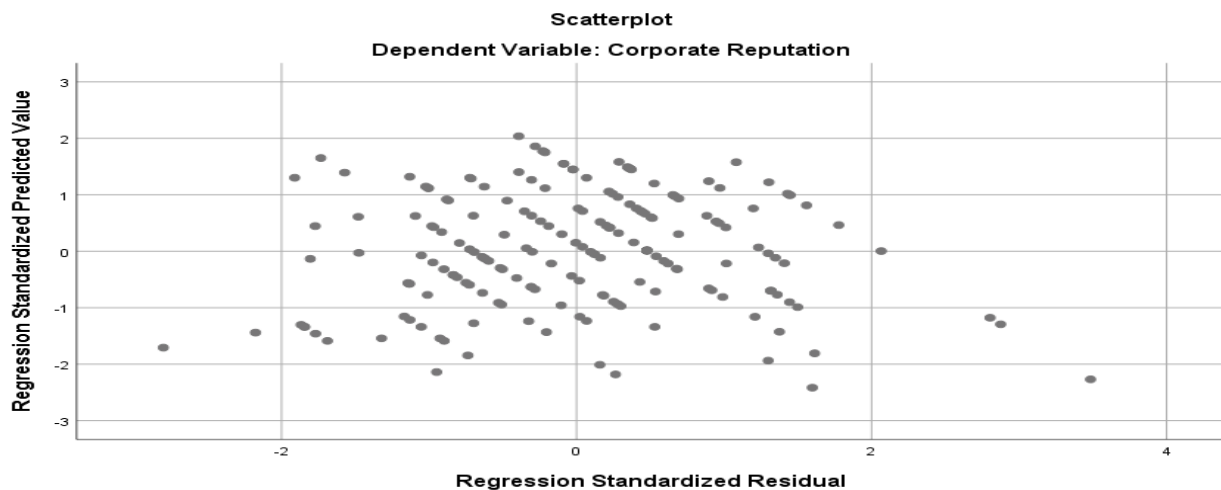


Figure 5: A scatter plot of the predicted values and residual values of Corporate Reputation

According to the results in Figure 5, the scores appeared to be randomly scattered. This indicated that the homoscedasticity assumption was not violated.

3.3.3 Multicollinearity

Multicollinearity refers to the high correlation among the predictor variables. In linear regression analysis, independent variables are assumed not to be highly correlated with each other. In this study, Variance Inflation Factor (VIF) and Tolerance tests were used to test for multicollinearity. These tests were performed on the independent variables

Table 6: Multicollinearity test

Variable	Tolerance	VIF
Self-Centred Communication Strategy	.847	1.180
Mediated Communication Strategy	.810	1.235
Dialogic Communication Strategy	.935	1.069

The results revealed that multicollinearity did not exist among the variables. According to Belsley, *et al.*, (2004), a tolerance value below 0.2 indicates multicollinearity, whereas a value above 0.2 suggests no multicollinearity. On the other hand, Gujarati (2007) suggested that a VIF greater than 5 indicates multicollinearity while a VIF less than 0.5 indicates non-existence of multicollinearity. Therefore this affirms that there was no violation of the no-multicollinearity assumption.

3.4 Correlation Analysis

In this section, the study sought to establish the significance, direction and strength of the linear relationship between Corporate Reputation, which is the dependent variable, and Self-Centred Communication Strategy, Mediated Communication Strategy, and Dialogic Communication Strategy which are the independent variables. This was achieved through performing a Pearson's correlation analysis. Pearson's correlation values range from -1 to 1. -1 indicates a perfect negative relationship, 0 indicates that there is no relationship between the variables while +1 indicates a perfect positive relationship. Again an absolute Pearson's correlation value of 0.5 indicates a strong linear relationship between the variables while a value below 0.5 indicates a weak linear relationship. The sign of the Pearson's correlation coefficient value indicates the direction of the relationship. Finally, the resultant p-value less than 0.05 at 95% confidence level indicates that the linear relationship between variables of interest is statistically significant.

Therefore, a correlation analysis was performed in this study and the findings were presented in Table 7

Table 7: Pearson's correlation analysis

		Self-Centred Communication Strategy	Mediated Communication Strategy	Dialogic Communication Strategy	Corporate Reputation
Self-Centred Communication Strategy	Pearson Correlation	1	.394**	.127	.292**
	Sig. (2-tailed)		.000	.079	.000
	N	195	190	192	194
Mediated Communication Strategy	Pearson Correlation	.394**	1	.259**	.395**
	Sig. (2-tailed)	.000		.000	.000
	N	190	197	193	195
Dialogic Communication Strategy	Pearson Correlation	.127	.259**	1	.416**
	Sig. (2-tailed)	.079	.000		.000
	N	192	193	197	196
Corporate Reputation	Pearson Correlation	.292**	.395**	.416**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	194	195	196	204

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation results show that there was a positive significant linear relationship between Corporate Reputation and Self-Centred Communication Strategy, $r=0.292$, $p<0.05$, Mediated Communication Strategy, $r=0.395$, $p<0.05$, and Dialogic Communication Strategy, $r=0.416$, $p<0.05$, this was indicated by significant p-values less than 0.05 at 95% confidence level.

3.5 Regression Analysis

Regression analysis was performed to establish the relationship between Corporate Reputation, which is the dependent variable, and Self-centred communication strategy, Mediated Communication Strategy and Dialogic Communication Strategy which are the independent variables.

3.5.1 Regression analysis between Self-Centred Communication Strategy and Corporate Reputation

A simple linear regression was performed with Self-Centred Communication Strategy as the independent variable and Corporate Reputation as the response or dependent variable. This was aimed at investigating the effect of Self-Centred Communication Strategy on the Corporate Reputation. The model first established whether there was a statistically significant relationship between the two variables and then later established a predictive model.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.292 ^a	.085	.080	.56638

a. Predictors: (Constant), Self-Centred Communication Strategy

From the results in table 8, Self-Centred Communication Strategy was found to explain 8.5% of the change in Corporate Reputation. This was indicated by a coefficient of determination value of 0.085 indicated this ($R^2=0.085$)

Analysis of variance (ANOVA) was used to test the research hypothesis for the first objective of this study. The null and the alternative hypothesis are stated as follows:

H₀: There is no significant effect Self-Centred Communication Strategy on the Corporate Reputation

H_A: There is significant effect of Self-Centred Communication Strategy on the Corporate Reputation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.735	1	5.735	17.876	.000 ^b
	Residual	61.592	192	.321		
	Total	67.326	193			

a. Dependent Variable: Corporate Reputation

b. Predictors: (Constant), Self-Centred Communication Strategy

The results in Table 9 on analysis of variance in the case of regression between Self-Centred Communication Strategy and Corporate Reputation, was used to test whether the model with Self-Centred Communication Strategy as the explanatory factor was statistically significant in predicting Corporate Reputation. The results again were used to test the hypothesis of the study which entailed testing whether the coefficient of Self-Centred Communication Strategy in the model was equal to zero or not ($H_0: \beta_1 = 0$ vs $H_1: \beta_1 \neq 0$).

The results proved that there was sufficient proof or evidence to reject the null hypothesis concluding the alternative which stated that there was a significant effect of Self-Centred Communication Strategy on Corporate Reputation, ($F = 17.876$, $p = 0.000$). Therefore, Self-Centred Communication Strategy was a statistically significant predictor of Corporate Reputation.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.071	.214		9.665	.000
	Self-Centred Communication Strategy	.372	.088	.292	4.228	.000

a. Dependent Variable: Corporate Reputation

The model below has been obtained from the study results in table 10

Corporate Reputation = 2.071 + 0.372 * Self-Centred Communication Strategy

The association between Self-Centred Communication Strategy and Corporate Reputation was found to be significant and positive, $\beta = 0.372$, $t = 4.228$, $p = 0.000$. This means that there was a

significant association between Self-Centred Communication Strategy and Corporate Reputation. In addition, the findings indicate that a unit increase in Self-Centred Communication Strategy increases Reputation by 0.372 units. The scatter diagram below further illustrates this relationship.

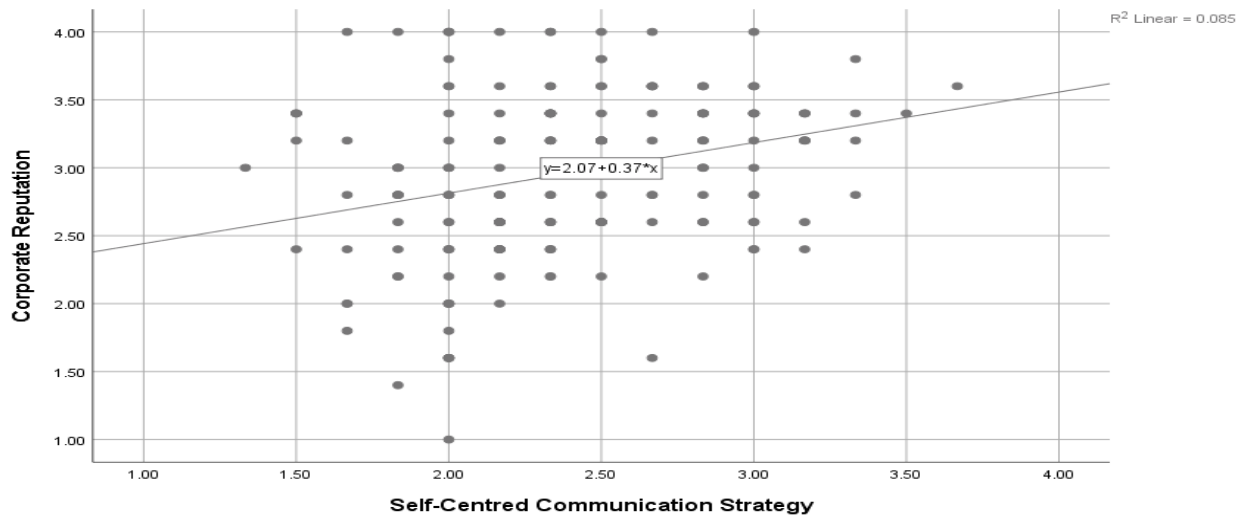


Figure 6: Scatter diagram showing the relationship between Self-Centred Communication Strategy and Corporate Reputation

3.5.2 Regression analysis between Mediated Communication Strategy and Corporate Reputation

A simple linear regression was performed with Mediated Communication Strategy as the independent variable and Corporate Reputation as the response or dependent variable. This was aimed at investigating the effect of Mediated Communication Strategy on the Corporate Reputation. The model first established whether there was a statistically significant relationship between the two variables and then later established a predictive model.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.395 ^a	.156	.152	.54847

a. Predictors: (Constant), Mediated Communication Strategy

From the results in table 11, Mediated Communication Strategy was found to explain 15.6% of the change in Corporate Reputation. This was indicated by a coefficient of determination value of 0.156 indicated this ($R^2=0.156$)

Analysis of variance (ANOVA) was used to test the research hypothesis for the second objective of this study. The null and the alternative hypothesis are stated as follows:

H₀: There is no significant effect Mediated Communication Strategy on the Corporate Reputation

H_A: There is significant effect of Mediated Communication Strategy on the Corporate Reputation

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.740	1	10.740	35.703	.000 ^b
	Residual	58.059	193	.301		
	Total	68.799	194			

a. Dependent Variable: Corporate Reputation

b. Predictors: (Constant), Mediated Communication Strategy

The results in Table 12 on analysis of variance in the case of regression between Mediated Communication Strategy, was used to test whether the model with Mediated Communication Strategy as the explanatory factor was statistically significant in predicting Corporate Reputation. The results again were used to test the hypothesis of the study which entailed testing whether the coefficient of Mediated Communication Strategy in the model was equal to zero or not (H₀: $\beta_2 = 0$ vs H₁: $\beta_2 \neq 0$). The results proved that there was sufficient proof or evidence to reject the null hypothesis concluding the alternative which stated that there was a significant effect of Mediated Communication Strategy on Corporate Reputation, ($F = 35.703$, $p = 0.000$). Therefore, Mediated Communication Strategy was a statistically significant predictor of Corporate Reputation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.010	.164		12.242	.000
	Mediated Communication Strategy	.382	.064	.395	5.975	.000

a. Dependent Variable: Corporate Reputation

The model below has been obtained from the study results in table 13.

$$\text{Corporate Reputation} = 2.010 + 0.382 * \text{Mediated Communication Strategy}$$

The association between Mediated Communication Strategy and Corporate Reputation was found to be significant and positive, $\beta = 0.382$, $t = 5.975$, $p = 0.000$. This means that there was a significant association between Mediated Communication Strategy and Corporate Reputation. In addition, the findings indicate that a unit increase in Mediated Communication Strategy increases Reputation by 0.382 units. The scatter diagram below further illustrates this relationship.

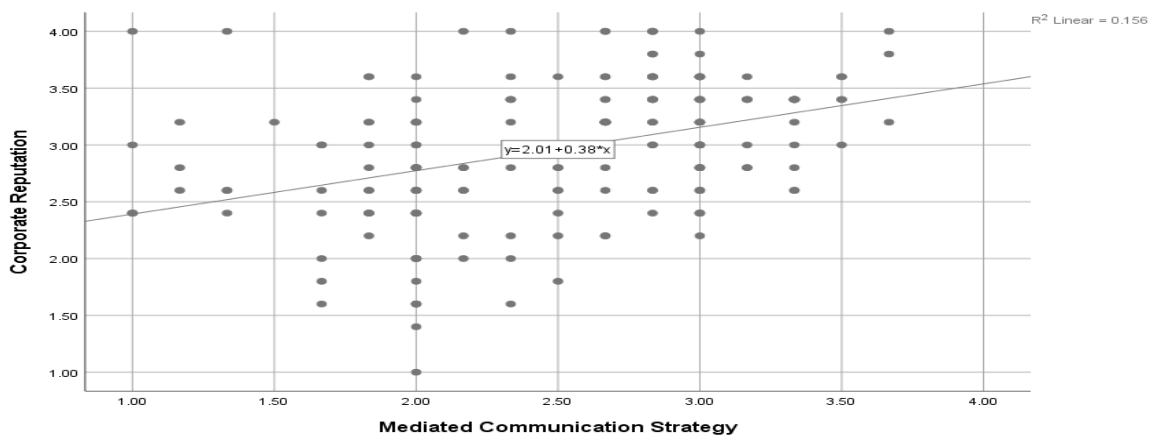


Figure 7: Scatter diagram showing the relationship between Mediated Communication Strategy and Corporate Reputation

3.5.3 Regression analysis between Dialogic Communication Strategy and Corporate Reputation

A simple linear regression was performed with Dialogic Communication Strategy as the independent variable and Corporate Reputation as the response or dependent variable. This was aimed at investigating the effect of Dialogic Communication Strategy on the Corporate Reputation. The model established whether there was a statistically significant relationship between the two variables and then later established a predictive model.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416 ^a	.173	.169	.53817

a. Predictors: (Constant), Dialogic Communication Strategy

From the results in table 14, Dialogic Communication Strategy was found to explain 17.3% of the change in Corporate Reputation. This was indicated by a coefficient of determination value of 0.173 indicated this ($R^2=0.173$)

Analysis of variance (ANOVA) was used to test the research hypothesis for the first objective of this study. The null and the alternative hypothesis are stated as follows:

H0: There is no significant effect Dialogic Communication Strategy on the Corporate Reputation

HA: There is significant effect of Dialogic Communication Strategy on the Corporate Reputation

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.758	1	11.758	40.597	.000 ^b
	Residual	56.188	194	.290		
	Total	67.947	195			

a. Dependent Variable: Corporate Reputation

b. Predictors: (Constant), Dialogic Communication Strategy

The results in Table 15 on analysis of variance in the case of regression between Dialogic Communication Strategy and Corporate Reputation, was used to test whether the model with Dialogic Communication Strategy as the explanatory factor was statistically significant in predicting Corporate Reputation. The results again were used to test the hypothesis of the study which entailed testing whether the coefficient of Dialogic Communication Strategy in the model was equal to zero or not ($H_0: \beta_3 = 0$ vs $H_1: \beta_3 \neq 0$).

The results proved that there was sufficient proof or evidence to reject the null hypothesis concluding the alternative which stated that there was a significant effect of Dialogic Communication Strategy on Corporate Reputation, ($F = 40.597, p = 0.000$). Therefore, Dialogic Communication Strategy was a statistically significant predictor of Corporate Reputation

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.965	.160		12.288	.000
	Dialogic Communication Strategy	.354	.055	.416	6.372	.000

a. Dependent Variable: Corporate Reputation

The model below has been obtained from the study results in table 16.

$$\text{Corporate Reputation} = 1.965 + 0.354 * \text{Dialogic Communication Strategy}$$

The association between Dialogic Communication Strategy and Corporate Reputation was found to be significant and positive, $\beta = 0.354, t = 6.372, p = 0.000$. This means that there was a significant association between Dialogic Communication Strategy and Corporate Reputation. In addition, the findings indicate that a unit increase in Dialogic Communication Strategy increases Reputation by 0.354 units. The scatter diagram below further illustrates this relationship.

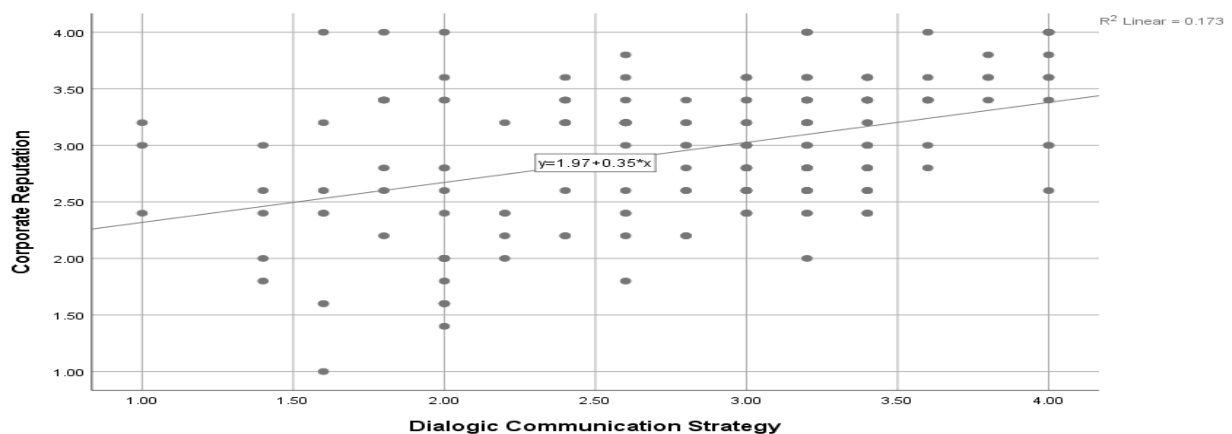


Figure 8: Scatter diagram showing the relationship between Dialogic Communication Strategy and Corporate Reputation

4.8.4 Combined Regression Model for Communication strategy and Corporate Reputation

A multiple linear regression was performed with was performed with Self-Centred Communication Strategy, Self-Centred Communication Strategy, Mediated Communication Strategy, and Dialogic Communication Strategy as the independent variables and Corporate Reputation as the response or dependent variable. This aimed at establishing a linear relationship between the dependent variable and the independent variables.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533 ^a	.284	.272	.50548

a. Predictors: (Constant), Dialogic Communication Strategy, Self-Centred Communication Strategy, Mediated Communication Strategy

The results in Table 17 shows that the independent variables explained 27.2% of the variation in Corporate Reputation as indicated by a coefficient of determination (R^2) value of 0.272.

An ANOVA was also performed to test for the significance of the whole model. The results were presented in Table 18.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.543	3	6.181	24.191	.000 ^b
	Residual	46.759	183	.256		
	Total	65.303	186			

a. Dependent Variable: Corporate Reputation

b. Predictors: (Constant), Dialogic Communication Strategy, Self-Centred Communication Strategy, Mediated Communication Strategy

The results in Table 19 revealed that the model significantly predicted procurement performance, $F=24.191$; $p < 0.0001$.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.097	.238		4.610	.000
	Self-Centred Communication Strategy	.192	.087	.149	2.197	.029
	Mediated Communication Strategy	.235	.067	.245	3.527	.001
	Dialogic Communication Strategy	.290	.055	.342	5.286	.000

a. Dependent Variable: Corporate Reputation

The results in Table 20 revealed that Self-Centred Communication Strategy, Mediated Communication Strategy, and Dialogic Communication Strategy significantly predicted Corporate Reputation at 5% level of significance. This was indicated by a significant p-value ($p=0.029, 0.001$ and <0.0001 respectively).

The model from Table 21 was as follows:

$$Y = 1.097 + 0.192 X_1 + 0.235 X_2 + 0.290 X_3$$

Where Y = Corporate Reputation, X_1 = Self-Centred Communication Strategy, X_2 = Mediated Communication Strategy, X_3 = Dialogic Communication Strategy.

The model indicated that a unit increase in Self-Centred Communication Strategy increased Reputation by 0.192 units; a unit increase in Mediated Communication Strategy increased Reputation by 0.235 units and finally, a unit increase in Dialogic Communication Strategy increased Corporate Reputation by 0.290 units.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

Self-Centred Communication Strategy

The results depicted that the participants agreed that their organization informs the publics about any CSR activities to be conducted ($M=2.77, SD = 0.909$), consultations concerning CSR activities are done internally, within the organization ($M=2.58, SD=0.828$), the organization prefers this strategy of communication ($M=2.61, SD =0.957$). However, the respondents disagreed that communication is done one-way, from the organization to the publics ($M=2.26, SD=0.888$), the public opinion is never heard and when heard, is suppressed ($M=1.94, SD=0.938$) and that the focus is always on the organization's interest and not the publics ($M=2.14, SD=0.886$). This showed that there is a positive relationship between Self-Centred Communication Strategy and the reputation of Aviation Industry in Kenya.

Mediated Communication Strategy

From the results, the respondents agreed that mediators act as bridge between the organization and the publics ($M=2.62, SD=0.969$), the "mediator's" chosen are well known to the publics ($M=2.55, SD=0.941$), and that the organization prefers this type of communication to any other ($M=2.52, SD=0.933$). However, they disagreed that the public's positively receive information from the "mediators", feedback received from the publics is through the mediators and that the feedback is sufficient enough for the organization to decide on the CSR activities. This showed that there is a positive relationship between Mediated Communication Strategy and the reputation of Aviation Industry in Kenya.

Dialogic Communication Strategy

The respondents agreed that the publics are fully involved in the CSR activities, especially through communication ($M=2.70$), the feedback comes directly from the public to the organization (2.86), the focus is on the publics since they are the biggest beneficiaries of CSR activities (2.89), the public since they are the biggest beneficiaries of CSR activities (2.71) and that it is the most preferred communication strategy (2.86). This showed that there is a positive

relationship between Dialogic Communication Strategy and the reputation of Aviation Industry in Kenya. The findings showed that the Kenya Airports Authority utilized all the three communication strategies to inform the public on their CSR activities. Although dialogic communication was the most used strategy, it is safe to say that the three strategies were utilized in an equal measure.

Conclusion

The study concluded that the three communication strategies used in communicating Corporate Social Responsibilities affect the reputation of Aviation Industry in Kenya. The study investigated the extent to which the dependent variable is affected by the independent variables. The research confirmed that aviation industry used all the three communication strategies in communicating Corporate Social Responsibility activities to the public albeit to a slightly varied extent. The study concluded that Self-Centred Communication Strategy is positively and significantly associated with the reputation of Aviation Industry in Kenya. This study further concludes that, Self-Centred Communication Strategy is used by the Aviation Industry in their communication of CSR activities. When Self-Centred Communication Strategy is used, the publics are informed about the CSR activities of Aviation Industry though they cannot do much. The study also concluded that Mediated Communication Strategy is positively and significantly associated with Corporate Reputation in the Aviation Industry in Kenya. The study therefore, concludes that, Mediated Communication Strategy is one of the factors affecting Corporate Reputation of the Aviation Industry. Finally, the study concluded that there is positive and significant effect of Dialogic Communication Strategy on the Reputation of Aviation Industry in Kenya. It shows that aviation industry takes advantage of the dialogue with its publics in communicating CSR activities. This enables the organization to effectively implement the suggestions provided by the publics in the communication of CSR activities. Based on the findings of this research, the study concluded that the reputation of the aviation Industry is positively and significantly affected by Self-Centred Communication Strategy, Mediated Communication Strategy and Dialogic Communication Strategy.

Recommendations

The study recommended to the airlines in Kenya to consider incorporating the communication strategy, and especially the Dialogic Communication Strategy, in their CSR activities in order to have a desirable reputation. The study findings also recommended that more studies be done in future to establish the role played by other communication strategies used to communicate Corporate Social Responsibility activities on the reputation of aviation industry. The study also recommends the need to not only engage the publics through dialogic communication, but also acting on the feedbacks received. Doing this will ensure that the publics are always available and willing to be involved in any future activities organized by organizations.

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