

Managing Corporate Communication and Corporate Image of Construction Companies in Rivers State (A Study of MCC – Monier Construction Company)

Worlu, Charles O. PhD¹ & Nweke, Emmanuel Onyekachi, PhD²

¹Department of Marketing, Captain Elechi Amadi Polytechnic, Rumuola Port Harcourt, Rivers State Nigeria.

Orcid Id: <http://orcid.org/000-0003-3507-2285>

²Department of Office Technology and Management, Captain Elechi Amadi Polytechnic, Rumuola Port Harcourt, Rivers State, Nigeria.

*Corresponding Author: Worlu, Charles O. PhD

DOI: <https://doi.org/10.5281/zenodo.23601472>

Article History	Abstract
Original Research Article	<i>The study examined managing corporate communication and corporate image of construction companies in Rivers State, (a study of MCC - Monier Construction Company). The design of the study was a survey research design. The population for this study was made up of one hundred and twenty (120) staff and managers (management members) which is the entire workforce of MCC Nigeria Ltd in Port Harcourt Rivers State. This population choice was chosen because as staff members of the company they were in a better position to intelligibly answer to questions on MCC Nigeria Ltd and the dynamics of its corporate communications policy. The sample of the study was 120 staff of MCC Nigeria Limited Port Harcourt. The study adopted the census sampling technique in which the entire population was studied. One hundred (100) copies of the questionnaire were completed and returned, the study therefore used the returned copies for its analysis. The study used mean and standard deviation to answer the research questions at 2.5 mean benchmark while Pearson Product Moment Correlation Coefficient (PPMC) was used in testing the null hypotheses at .05 significance level. The study concluded that corporate communication strategies of digital communication, verbal communication significantly relate to organizational image in MCC Nig. Limited, Port Harcourt. It recommended that management should adopt the most effective corporate communication strategy required for effective image MCC Nigeria Ltd, among others.</i> Keywords: Corporate reputation, Image, Construction Companies, Communication.
Received: 25-08-2026	
Accepted: 29-09-2026	
Published: 23-10-2026	
Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited. Citation: Worlu, Charles O. PhD & Nweke, Emmanuel Onyekachi, PhD. (2026). Managing Corporate Communication and Corporate Image of Construction Companies in Rivers State (A Study of MCC – Monier Construction Company). UKR Journal of Economics, Business and Management (UKRJEBM), 2(10), 119-130.	

Introduction

Corporate Reputation is the values and attributes of the organization which are perceived by the people with regard to the image of the organization, which comprises Authenticity, Honesty, Responsibility and Integrity. As explained by Dowling, there are two major means in which a strong corporate identity can affect corporate image. One is the link between the individual and the organization, so that the individual can recognize and find the organization is different from others. Secondly, the elements of the corporate identity can evoke memories and perceptions of the company, such as mental images (the look of the premises) and feelings from past contacts. For instance, people can recall if the encounter was pleasant or not enjoyable with a company. Corporate image has a cognitive aspect, which is characterized by knowledge and a logical

assessment of the company, and an emotional aspect, which is connected to feelings and personal impressions. These, combined, form a person's impression of the organization.

This can be demonstrated by referring to a company or business establishment that recently visited, for example, a cafe or boutique. A person can remember the setting, the service they received and the feelings they had during the experience. However, if the interaction was positive, the establishment's visual elements, name or other identifier might later be linked to the positive feelings. These cues can trigger recollections and shape subsequent thoughts regarding the company. The process can be understood in marketing by the behavioural learning theory, specifically classical conditioning, in which repeated association of a

stimulus with an experience can shape the response to the stimulus (2025).

To manage corporate image effective communication is critical. The medium of communication to choose before, during and after image is related to corporate communication. Organizational change requires a deep understanding of business strategy to develop and communicate change methods that can persuade stakeholders to achieve organisational goals. The growing importance of social media and other forms of unpaid media have pushed organisations to find ways to accomplish more with limited resources by leveraging their business expertise and adapting on the ever changing media to gain a corporate advantage and provide value. (Okafor, 2007; Neill, 2018).

Corporate communication has significantly evolved in response to these challenges. Clear communication is a vital component of successful businesses and for companies to excel in this area they should understand that effective communication goes beyond one-way delivery of messages and prioritize interactive dialogue to have a lasting impact beyond the content of each corporate message. Communication executives now prioritize building positive relationships to demonstrate a corporate understanding of the rapidly changing business world. (Hasanaj, 2017).

Several factors occasion change and corporate communication is considered a crucial pillar that facilitates and drives change. Problems with the process of change will not disappear magically, but it has to be managed. People change, not organisations. Therefore, people need to be informed. Communication is indeed a powerful tool that plays a crucial role in managing change initiatives. It allows us to connect, understand, and collaborate with others. Whether it is verbal or non-verbal, communication helps us convey our thoughts, feelings, and ideas. Just as blood circulates through the human body, communication flows among members of the team, and this is vital to the team's effectiveness and the functioning of the organization. It is a catalyst for organizational development and growth. Communication often occurs between management and employees in the form of organizational change; however, communication should be well understood by both parties. The effectiveness of communication will help all the actors in the communication process to understand their roles and to do their jobs effectively, hence contributing to the improvement of the overall performance of the company (Zionek, 2023; Njuguna & Muathe, 2016).

Effective, clear, and accurate communication between managers and employees is critical to an organisation's success and to goals. The more that an organization understands the value of communication, the more likely

that it is to acknowledge its strategic role, integrate it into internal systems and incorporate it into corporate systems. Communication is a tool for businesses to enhance the coordination of production activities and to better match human and material resources. Communication can also be used as a means of information sharing, change management, innovation and continuous improvement within an organisation.

Although the value of corporate communication to build image and improve performance is well known, there are certain organizations where the effective implementation of corporate communication is a challenge. In a PwC report regarding project performance, 57% of the projects were not able to meet their goal due to poor communication during organizational change projects (2014). PwC (2018) also identified ongoing challenges to the implementation of effective communication in change processes. Communication issues have also been cited as the cause of organizational and corporate image failure by reports made by Deloitte (2019) and McKinsey (2015). Considering these concerns, the present study aims to explore the cause of the poor implementation of good corporate communication and empirically examine the possible benefits of effective corporate communication on MCC Nigeria Limited with the case study of MCC Nigeria Limited.

Statement of the Problem

Image is basically confronted with the issue of change resistance and employees resist only changes they do not understand. This has been a notorious impediment in image processes and lack of robust corporate communication in managing change initiatives is a major cause of change failures. Many organisations struggle to successfully implement change initiatives or only achieve a fraction of the expected outcome due to various barriers with lack of effective communication being a major factor.

The challenge of the stakeholders now to choose suitable communication strategies to enhance the image of the organization is an important issue. In the organization studied and other organizations, the awareness of target groups and the application of appropriate communication media (digital, written, verbal, and oral) seem to need more care. Therefore, it is important to explore how organizational changes are communicated to enhance the success of change management initiatives and the components of communication that facilitate positive organizational change. The general managers realize that communication plays an important role in management and corporate image development, but still, there are situations within an organization where the use of effective communication is not sufficient. Thus, the aim of this study is to find some solutions to the communication problems

that exist and also to empirically explore the significance of corporate communication for the creation of corporate images. Changing initiatives can be perceived as successful within an organization but have limited impact due to various reasons such as lack of communication within the organization during the process of implementation. These gaps can lead to ineffective implementation and also poor organizational performance if they are not filled. Thus, the corporate communication strategies used for organizational change implementation at MCC Nigeria Limited is an important empirical issue that must be subject of systematic investigation.

Research Objectives

The aim of this study was to examine the correlation of corporate communication in organisational image in MCC Nigeria Ltd. Specifically, objectives of the study are:

1. Determine the relationship between digital communication and change process in MCC Nigeria Ltd.
2. Examine the relationship between verbal

communication and people in MCC Nigeria Ltd.

Research Questions

The following research questions guided the study:

1. To what extend does digital communication relate to change process in MCC Nigeria Ltd?
2. To what extent does verbal communication relate to people in MCC Nigeria Ltd?

Research Hypotheses

The following null hypotheses are formulated and tested of level at 0.05 significance:

1. There is no significant relationship between digital communication and change process in MCC Nigeria Ltd.
2. There is no significant relationship between verbal communication and people in MCC Nigeria Ltd.

Literature Revive

Conceptual Review/Framework

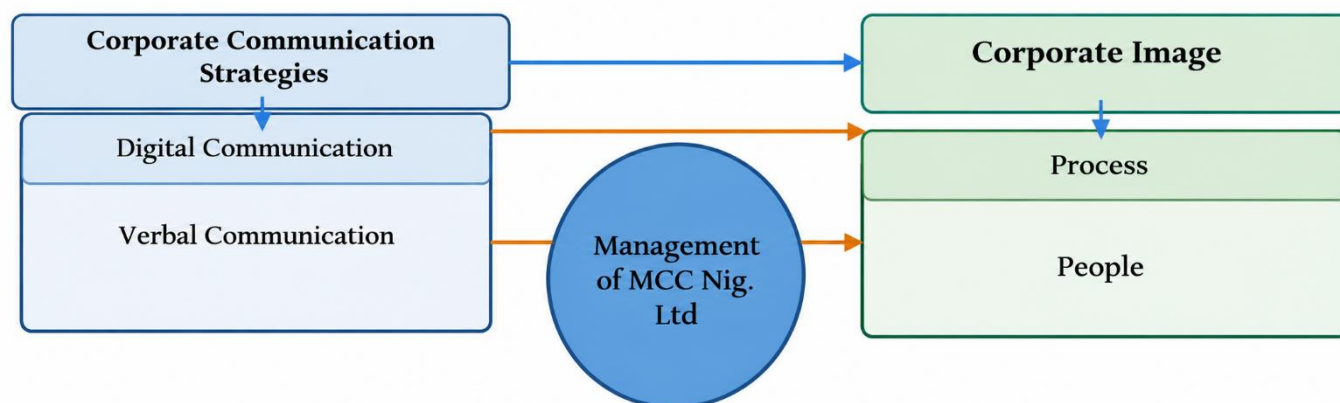


Fig. 1: Researcher's Guide, 2026

Concept of Corporate Communication

Corporate communication refers to the exchange and dissemination of organizational information to achieve long-term goals and specific corporate objectives (Argenti, 2007). Over time, the concept has developed from a traditional model in which different departments independently managed communication activities, including public relations, internal communication, and customer relations. Under this earlier approach, the strategic importance of a dedicated and integrated corporate communication function was not fully recognized (Falkheimer & Heide, 2014). Corporate communication was primarily associated with public relations and the promotion of a favourable organizational image (Bahtiar & Hassan, 2018). However, over the past two decades, it has become increasingly integrated into organizational strategy. Contemporary organizations use corporate communication to support strategic implementation, strengthen corporate image, manage crises, facilitate

organizational change, and improve employee satisfaction. This transformation reflects changes in the global business environment and the evolving expectations and information needs of organizational stakeholders.

Communication is fundamental to organizational operations and generally involves the exchange of information between parties, including the transmission, reception, and interpretation of messages within a particular context. In the contemporary business environment, technological advancement has enabled organizations to make information available to consumers rapidly and conveniently. Internally, businesses also use digital technologies and other communication systems to improve information sharing and coordination among employees and departments. Corporate communication has consequently become an important element in shaping organizational culture and connecting different units and stakeholder groups. By facilitating the flow of information across the organization, it supports coordination, shared

understanding, and collaboration. For this reason, organizations increasingly recognize effective corporate communication as a strategic resource for achieving corporate objectives and improving overall organizational performance (Malek & Yazdanifard, 2012).

Corporate Communication

Organizations can use a number of communication channels to convey information about corporate image, each of which has unique characteristics of cost, accuracy, speed and reach to the target audience (Locker & Kaczmarek, 2011). According to Cole and Kelly (2011), formal communication means conveying and delivering information in a clear and uniform way with a definite aim. A communication channel should be able to communicate with an intended target audience as soon as and reliably as possible (Jones, 2010). There are a number of factors to consider when selecting an appropriate channel, Jones continued, such as reliability, message format, characteristics of the target audience, confidentiality of the message and the time needed to deliver.

Formal communication involves using the organization's organized channels of communication that span across various levels and departments within the organization (Cole & Kelly, 2011). Downward communication: When managers or supervisors send information to their subordinates, it is downward communication. Upward communication: When employees pass information up to their managers or supervisors, it is upward communication. Horizontal communication, as defined by Gratton and Truss (2003) occurs between people who are at the same level in the organisation or who have a similar degree of authority. While horizontal communication is normally formal, it is not always done through the chain of command and is always necessary for coordination and collaboration. As cited by Gratton and Truss (2003) and Courtland and Thill (2013), the general form of communication within an organization tends to follow the organizational structure. Quirke also stressed the need for using communication channels appropriately and matching the channel with the content of the message. An important aspect to effective corporate image communication is the ability to effectively communicate in both directions, from management to employees and from employees to management.

Concept of Corporate Image

In the context of dynamic environments, Warrilow (2025) considered the necessity of employing proper change management strategies to assist the employees in accepting the changes in the organization and directing them in the right direction. The author also noted that the choice of an effective strategy should take into account the particular situation facing the organization and the management style.

Likewise, Go and Pine (2025) note that the attitudes of customers and information technology are changing at a fast and unpredictable rate, thus making the need for change management in the organization increasingly necessary. They said the effective handling of change is a key factor to the long-term survival of businesses. Mullins (2009) also listed a number of factors that are promoting a growing uncertain business environment such as economic and political uncertainty, changing social attitudes, heavy competition, takeovers, acquisitions, technological development, and government interference. To meet these challenges, organizations must be flexible and responsive to changing conditions in order to maintain effective operations and to be able to meet their goals.

Digital Communication and Process

Rama (2029) defined digital communication as one of the first steps in image which communicates the need and the vision for change to employees. Digital communication can help you create awareness by delivering clear, consistent, and compelling messages across multiple channels, such as intranet, email, social media, or video. The major role of digital communication is to image is to motivate your employees to participate and support the change. Digital communication helps build desire by showcasing the positive outcomes and opportunities that the change will bring, as well as by recognizing and rewarding the efforts and achievements of your employees along the way. You can use digital communication to share success stories, testimonials, feedback, or recognition from leaders, peers, or customers, to inspire and encourage your employees to embrace the change. By building desire, you can help your employees develop a positive attitude and commitment towards the change (Nweke, 2019).

Organizations should be able to change successfully if they take an appropriate approach that reflects the context and goals of the organization. There are two significant strategies for change, planned and emergent. The planned approach is a systematic process of preparing, organizing and implementing change within an organization. In general, it is a hierarchy, where the management strives to transform the current state of the enterprise to a desired state as per the vision and mission of the enterprise in a stipulated time frame. The idea of this approach is to change the significant parts of the organization such as employee behaviour, operational processes, organizational culture, etc. The impetus to start change may come from within, as a reaction to an external event or situation or due to a perceived need within the organization, and can impact on multiple aspects of the business. Planned change is usually led and directed at the top level of management, and a set of strategies, implementation plans and projections are usually developed to inform the process and increase the

chances of success.

Verbal Communication and People

Verbal communication is oral communication within the organization to employees in this study. Nweke (2019) stated that verbal communication could come in the form of instructions, meetings, announcements and telephone conversation. These approaches can be used as a way to communicate to staff about changes that are proposed or in progress within the organization. To manage organizational change effectively, communication is vital since it helps employees to grasp the rationale for the change and the steps they need to take to implement it. Effective communication can also help reduce resistance, create support for change efforts, and help staff members adjust to new changes. Effective communication goes beyond awareness raising; it can also help to stop rumours, clarify misinformation, and foster trust and engagement among staff, which can have a negative impact if left unchecked.

Managers should craft messages that are clear and unambiguous to ensure there is effective communication during the process of organizational change, which includes the reasons for the change, the goals of the change, and how it may impact employees. These messages must be communicated across several channels – e.g., email, meetings and training sessions – to ensure that staff are receiving and understanding the appropriate information. Just as crucial, information should be disseminated through the proper person at the proper level in the organization. Both senior executives and front line managers should be involved in the communication process. Senior leaders should outline the broad intent and reason behind the change, whilst front-line managers can discuss how the expected changes may impact on their employees' job role and responsibilities.

Identifying and engaging the right stakeholders – internal and external – is also crucial for gaining support and motivating others to participate in organizational change efforts. Social media and company intranets can be used for communication, keeping stakeholders informed and engaged throughout. Regular updates and feedback opportunities are also crucial as it allows management to answer employee questions, answer concerns, give reassurance and show transparency. Thus, communicating about a change initiative should not simply occur during the announcement of the change but should be ongoing during implementation and beyond to facilitate acceptance, reinforce the change's benefits, and facilitate the organization's expected return on investment (Ademola, 2021).

Theoretical Review

Systems Theory

Systems theory offers an appropriate explanation of

regulatory systems, especially systems in which processes are regulated by feedback that results in stability. Born in the 1940s by Ludwig von Bertalanffy, the theory is about understanding of the nature and behaviour of complex systems in society, nature and science. In this sense, systems theory can be used as a framework to analyze the interactions among the different interrelated components that lead to a shared result (Kast and Rosenzweig, 2018). In this sense, an organization is viewed as an interconnected set of elements, such as assets, people, information and other resources, that rely on and interact with one another to achieve an organization's objectives. Systems could be open or closed, but in this instance the organization is an open system. An open system is one in which an organisation is in contact with and influenced by its external environment, a closed system being one in which there is limited interaction with the external environment. The principle interactions that take place between a system and its environment are through its inputs, throughputs, and outputs (Johnson et al. 2008). In addition, feedback loops are important in regulating information on organization performance, and connecting inputs and outputs to facilitate evaluation, adjustment and continuous improvement.

Methodology

The study adopted the correlational research design in which independent variable of corporate communication strategies and the dependent variable of image were examined.

The population for this study was made up of one hundred and twenty (120) staff and managers (management members) which is the entire workforce of MCC Nigeria Ltd in Port Harcourt Rivers State. The sample of the study was 120 staff of MCC Nigeria Limited Port Harcourt. The study adopted the census sampling technique in which the entire population was studied. This implies that the entire 120 population figure was studied.

Instrument for data collection in this study was copy of the questionnaire which is administered to the respondents. It was titled corporate communication in organisational image, a study of MCC Nigeria Ltd Port Harcourt Rivers State Questionnaire.

In order to ensure face and content validations of the instrument, the instrument was subjected to review an expert in Measurement and Evaluation from Niger Delta State University, Wilberforce Island, Bayelsa State, Nigeria.

The instrument for the study was tested for reliability using test-retest method and later tested using Chronbach's alpha reliability test to test the consistency of data and obtained .908>.71 which showed that the questionnaire items were reliable:

Case Processing Summary			
		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0
Reliability Statistics			
Cronbach's Alpha		N of Items	
.908		16	

One hundred and twenty (120) copies of the questionnaire were distributed through personal administration to the research respondents. One hundred (100) copies of the questionnaire were completed and returned, the study therefore used the returned copies for its analysis. The study used mean and standard deviation to answer the research questions at 2.5 mean benchmark while Pearson Product Moment Correlation Coefficient (PPMC) was used in testing the null hypotheses at .05 significance level.

Results

Demographics of Respondents

Table 1: gender of respondents			
Gender		Frequency	Percent
	Female	44	44.0
	Male	56	56.0
	Total	100	100.0

Table 1 above showed that there were 44 female respondents representing 44% and 56 males or 56%. There were more male respondents.

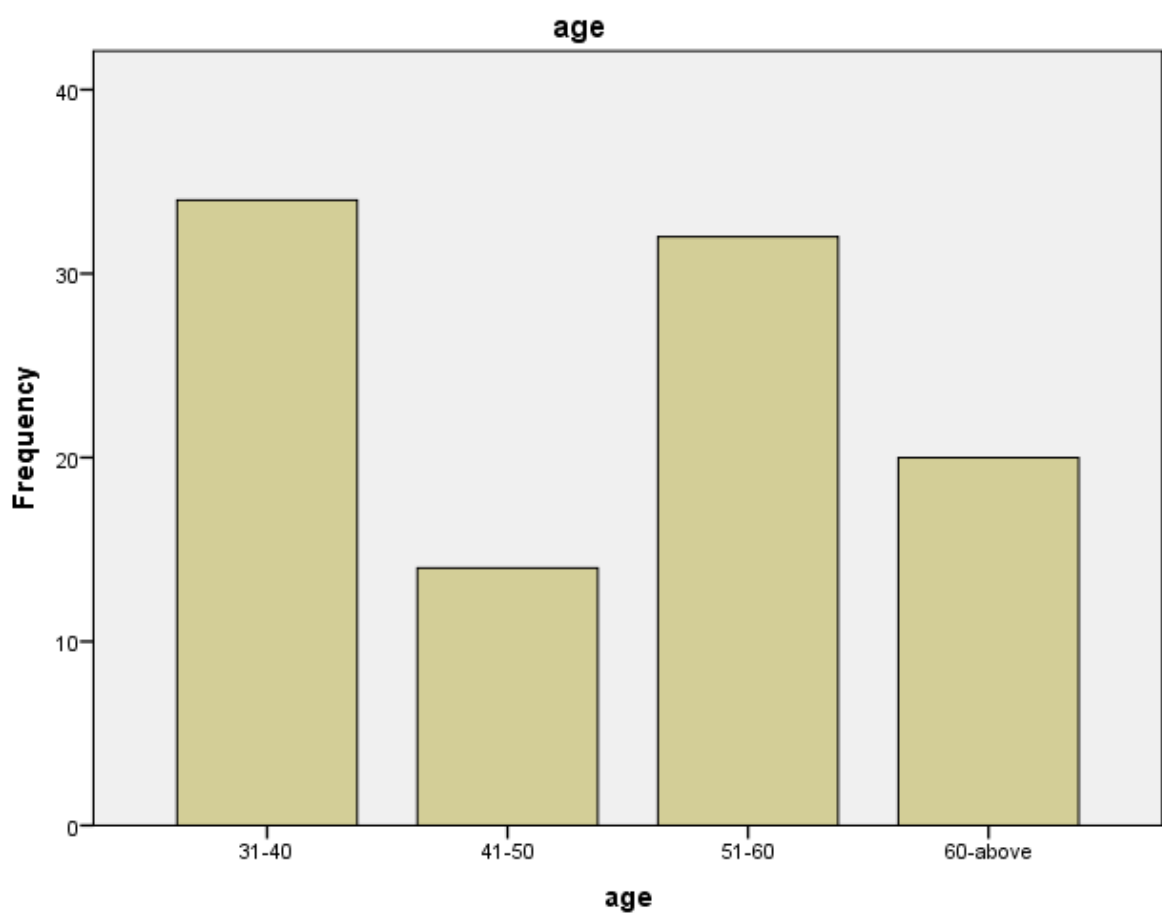
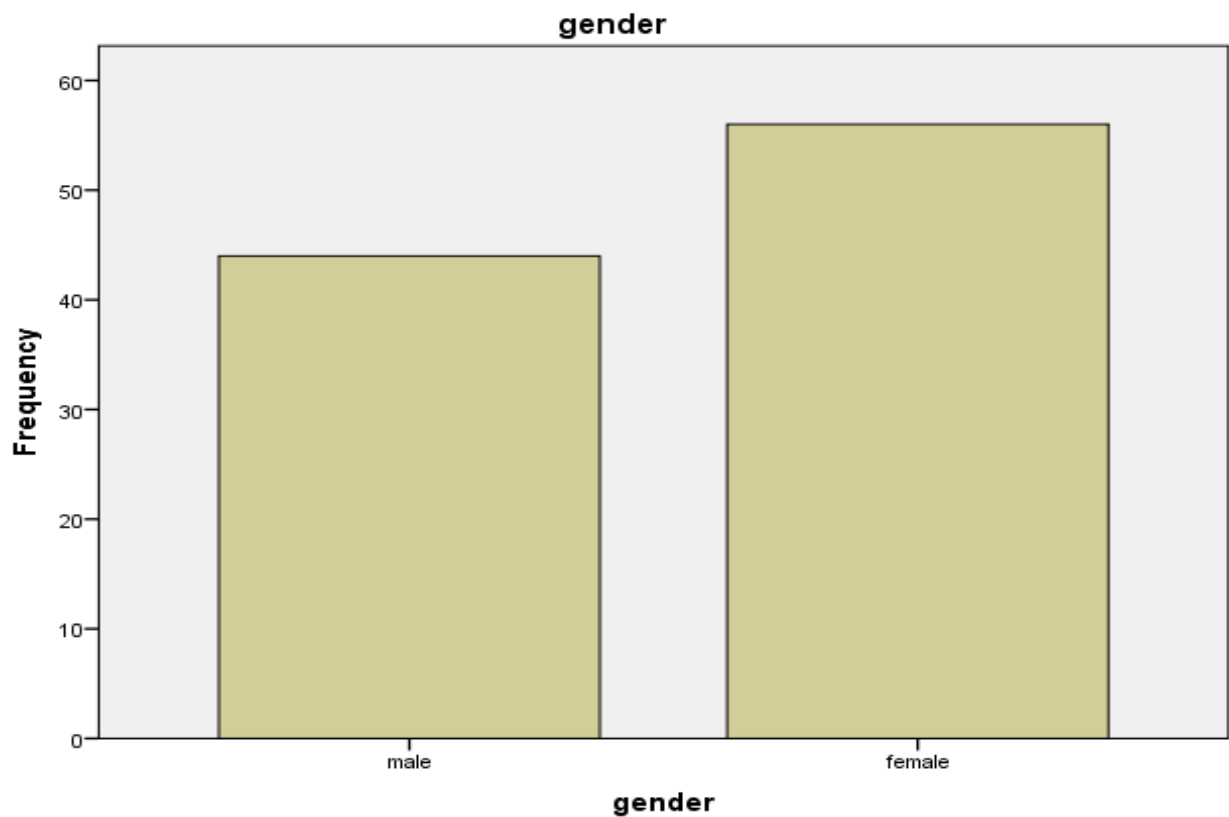
Table 2: age of respondent			
Age Distribution of Respondents		Frequency	Percent
	31-40	34	34.0
	41-50	14	14.0
	51-60	32	32.0
	60-above	20	20.0
	Total	100	100.0

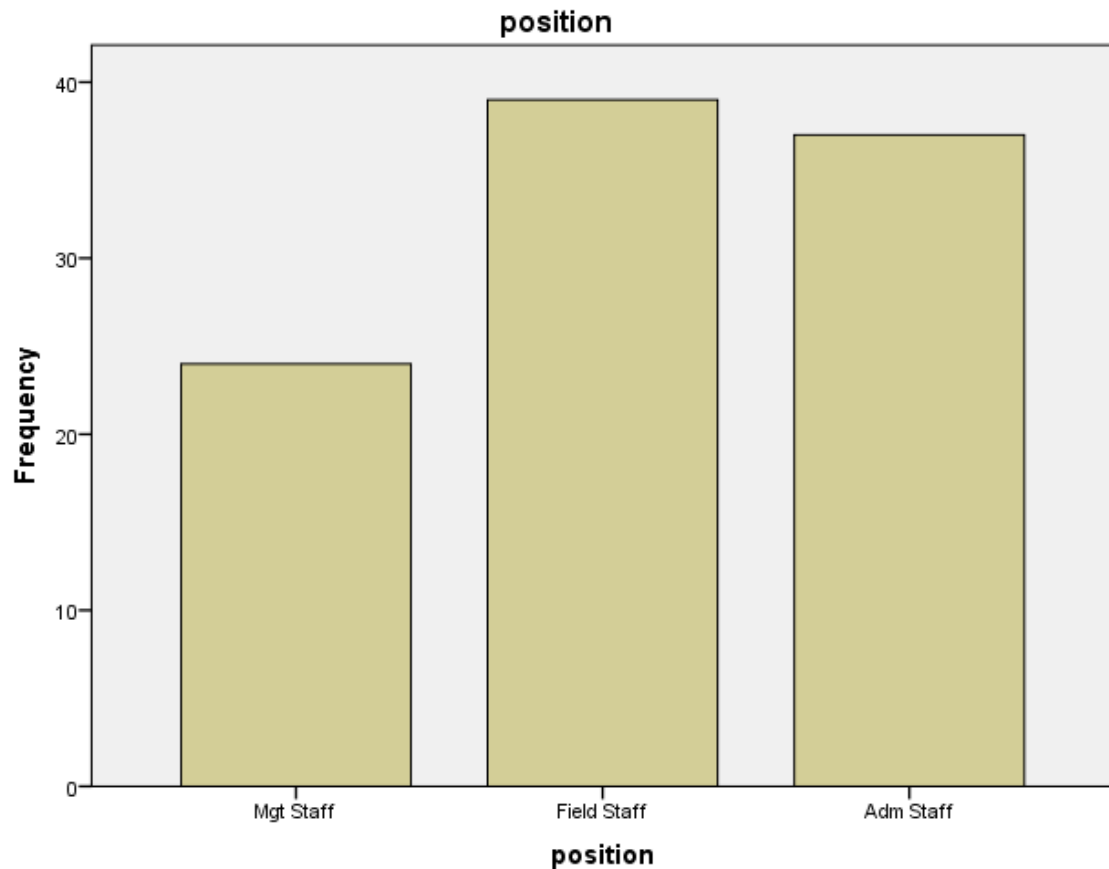
Table 2 above showed that there were 34 or 34% respondents in the age bracket of 31-40, there were 14 respondents of 14% in age bracket 41-50. Age bracket 51-60 were 32 or 32%, while 60 and above were 20 representing 20%. Age 31-40 were the dominant respondents.

Table 3: position of Respondents			
Position of Respondents		Frequency	Percent
	Mgt Staff	24	24.0
	Field Staff	39	39.0
	Admin Staff	37	37.0
	Total	100	100.0

Table 3 above showed that there were 24 or 24% of management staff. Field staff were 39 representing 37% and admin staff were 37 or 37%. There were more of field staff respondents.

Bar Chart showing Demographics of respondents





Research Question 1: To what extent does digital communication relate to change process in MCC Nigeria Ltd?

Table2: Mean and Standard Deviation of extent digital communication relate to change process in MCC Nigeria Ltd

Descriptive Statistics				
S/N Items	N=100	Mean	Std. Deviation	Remark
1. Management uses email to facilitate information regarding change policy or implementation		3.33	.47	High Extent
2. Information regarding major changes are available on organizations social media handles of Whatsapp, Facebook, others		1.17	.37	Very Low extent
3. Mode of communicating information on change matters is through company website		2.98	1.23	High extent
4. Management uses phone messaging to communicate urgent organizational changes		3.85	1.12	High extent
Grand Mean		2.83	.79	High Extent

Table 2 above showed in item 5 mean score of 3.33 and STD .47 which implies high extent that Management uses email to facilitate information regarding change policy or implementation. In item 6 mean score of 1.17 and STD .37 contrarily showed low very low extent that information regarding major changes are available on organizations social media handles of Whatsapp, Facebook, others. Item 7 with mean score of 2.98 and STD 1.23 implied high extent that mode of communicating information on change matters is through company website and item 8 with mean score of 3.85 and STD 1.12 showed high extent that management uses phone messaging to communicate urgent organizational changes.

Thus grand mean score of $2.83 > 2.5$ showed high extent that digital communication relate to change process in MCC Nigeria Ltd

Research Question 2: To what extent does verbal communication relate to people in the change process in MCC Nigeria Ltd?

Table 3: Mean and Standard Deviation of the extent verbal communication relate to people in MCC Nigeria Ltd?

Descriptive Statistics				
S/N Items	N=100	Mean	Std. Deviation	Remark
5. Staff are encountered verbally in communicating change		2.61	1.17	High extent
6. Verbal is applied in terms of meetings, discussions and oral engagements before during and after change plans		3.33	.47	High extent
7. Management uses mediators to communicate change to staff		1.83	1.18	Very Low Extent
8. Management adopts verbal method in getting feedback from staff		2.91	.40	High extent
Grand Mean		2.67	.805	High Extent

Table 3 above showed in item 9 mean score of 2.61 and STD 1.17 which showed high extent that staff are encountered verbally in communicating change. In item 10 mean score of 3.33 and STD .47 showed high extent that verbal is applied in terms of meetings, discussions and oral engagements before during and after change plans. Item 11 with mean score of 1.83 and STD 1.18 showed very low extent that management uses mediators to communicate change to staff. Item 12 showed high extent that management adopts verbal method in getting feedback from staff with mean score of 2.91 and STD .40.

Thus grand mean score of $2.67 > 2.5$ showed high extent that verbal communication relate to people in MCC Nigeria Ltd.

Test of Null Hypotheses

H01: There is no significant relationship between digital communication and process in MCC Nigeria Ltd

Table 3: Pearson Product Moment Correlation Coefficient (PPMC) of significant relationship between digital communication and process in MCC Nigeria Ltd

Variables		Digital Communication			
Change Process	Pearson Correlation	1	.083**	-.151**	.544**
	Sig. (2-tailed)		.002	.000	.000
	N	100	100	100	100
	Pearson Correlation	.083**	1	.600**	.475**
	Sig. (2-tailed)	.002		.000	.000
	N	100	100	100	100
	Pearson Correlation	-.151**	.600**	1	.039
	Sig. (2-tailed)	.000	.000		.150
	N	100	100	100	100
	Pearson Correlation	.544**	.475**	.039	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

Table 8 above showed N-value of 100, correlation coefficient (Spearman rho) value of .039, p-value of $.002 < .05$ which showed that there is a significant relationship between digital communication and change process in MCC Nigeria Ltd. The null hypothesis is therefore rejected.

H02: There is no significant relationship between verbal communication and people in MCC Nigeria Ltd.

Table 9: Pearson Product Moment Correlation Coefficient (PPMC) of significant relationship between verbal communication and people in charge process in MCC Nigeria Ltd

Variables		Verbal Communication			
People	Correlation Coefficient	1.000	.048	.613**	.805**
	Sig. (2-tailed)	.	.001	.000	.000
	N	100	100	100	100
	Correlation Coefficient	.048	1.000	.576**	.113**

	Sig. (2-tailed)	.001	.	.000	.000
	N	100	100	100	100
	Correlation Coefficient	.613**	.576**	1.000	.540**
	Sig. (2-tailed)	.000	.000	.	.000
	N	100	100	100	100
	Correlation Coefficient	.805**	.113**	.540**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	100	100	100	100

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

Table 3 above showed N-value of 100, coefficient value of .805, p-value of .001<.05 which showed that there is a significant relationship between verbal communication and people in MCC Nigeria Ltd.. The null hypothesis is therefore rejected.

Ho2: There is no significant relationship between verbal communication and people in MCC Nigeria Ltd

Table 10: Pearson Product Moment Correlation Coefficient (PPMC) of significant relationship between verbal communication and people in MCC Nigeria Ltd

Variables		Written Communication			
		Item13	Item14	Item15	Item16
People	Correlation Coefficient	1.000	-.056*	.127**	.652**
	Sig. (2-tailed)	.	.040	.000	.000
	N	100	100	100	100
	Correlation Coefficient	.056*	1.000	.780**	.026
	Sig. (2-tailed)	.000	.	.000	.000
	N	100	100	100	100
	Correlation Coefficient	.127**	.780**	1.000	.233**
	Sig. (2-tailed)	.000	.000	.	.000
	N	100	100	100	100
	Correlation Coefficient	.652**	.026	.233**	1.000
	Sig. (2-tailed)	.000	.003	.000	.
	N	100	100	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4 above showed n-value of 100, coefficient value of .652, p-value of .003<.05 which showed that there is a significant relationship between verbal communication and people in MCC Nigeria Ltd. The null hypothesis is therefore rejected.

Summary

The findings of the study are hereunder itemized:

1. Grand mean score of 2.83>2.5 showed high extent that digital communication relates to process in MCC Nigeria Ltd
2. Grand mean score of 2.67>2.5 showed high extent that verbal communication relates to people in MCC Nigeria Ltd
3. There is a significant relationship between verbal communication and people in MCC Nigeria Ltd.
4. There is a significant relationship written communication and process in MCC Nigeria Ltd.

Discussion of Findings

The findings of the study are hereunder discussed:

Digital communication and process

The findings of the study showed that there is a significant relationship between digital communication and process in MCC Nigeria Ltd. The outcome of the findings of the study is buttressed by Rama (2009) stating that digital communication can help you create awareness by delivering clear, consistent, and compelling messages across multiple channels, such as intranet, email, social media, or video. The major role of digital communication to image image is to motivate your employees to participate and support the change. Digital communication helps build desire by showcasing the positive outcomes and opportunities that the change will bring, as well as by recognizing and rewarding the efforts and achievements of your employees along the way. You can use digital communication to share success stories, testimonials, feedback, or recognition from leaders, peers, or customers, to inspire and encourage your employees to embrace the change. By building desire, you can help your employees

develop a positive attitude and commitment towards the change (Nweke, 2019).

Verbal communication and people

The results of the study showed that there is significant relationship between verbal communication and the employees of MCC Nigeria Ltd. This discovery aligns with the work of Nweke (2018) who attributed verbal communication to one of the most crucial factors contributing to the success of any organisation because it is used to discuss decisions regarding sudden organisational changes. Verbal communication can also give opportunities for both the originator and the recipient to express their concerns, build up tension and gain a better understanding of the rationale behind any proposed change. Moreover, it enables managers to see immediate verbal and non-verbal feedback that they may not just obtain from written feedback like e-mails. Likewise, an inadequate organizational structure cannot clearly define reporting lines and performance expectations, resulting in employees not knowing their roles or expectations. Onuoha (1991) noted that there are a number of barriers to effective communication: communication overload, poorly expressed messages, inappropriate language in the workplace, ineffective listening and interpretation, premature evaluation due to lack of understanding, the dependence on informal networks of communication (organizational grapevine), hostilities between the participants, and excessive bureaucracy. These barriers can prevent the optimal flow of information and can have a negative impact on organizational performance.

Conclusion

The study examined corporate communication in organisational image in MCC Nigeria Ltd. The study concluded that corporate communication strategies are in use at MCC Nigeria Ltd Port Harcourt which included formal and informal routes such as face-to-face, telephone, written memos, email/Internet and so on. The position of the study is therefore that corporate communication strategies of digital communication, verbal communication and written communication significantly relate to organizational image in MCC Nig. Limited, Port Harcourt.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. Management should adopt the most effective corporate communication strategy required for effective image MCC Nigeria Ltd.
2. Management should emphasize verbal communication as a major corporate communication strategy as respondents were more

in tune with face-to-face interaction and discussion with members of management or their representatives.

3. Management should encourage digital communication corporate strategy to inculcate staff who may not immediately be at the site.
4. The use of written communication should be emphasized by management during and after change initiatives to document and evaluate image processes and outcomes.

References

1. Ahmed, Z., Rehman, Z.U., Asad, A., Hussain, N. & Bilal, A. (2013). The impact of organizational change on the employee's performance in banking sector of Pakistan. *Ethiopian International Journal of Multidisciplinary Research*, 1(1): 1-12
2. Atilgan, C., & McCullen, P. (2021). Improving supply chain performance through auditing: a image image perspective. *Supply Chain Management: An International Journal*, 16(1), 11–19.
3. Beer, M. & Nohria, N. (2000). Cracking the code of change. *Harvard Business Review*, May/June, 133-41.
4. Daly, F., Teague, P. & Kitchen, P. (2023). Exploring the role of internal communication during organisational change. *Corporate Communications: An International Journal*, 8(3), 153-162.
5. Kamau, P. (2024). Managing organizational change Effectively: A Case Study of Kenya Revenue Authority. Research Project. United States International University
6. Kaul, V. (2017). Corporate corporate communications. *International Journal of Trend in Scientific Research and Development (IJTSRD)*, 1 (5), 803-819.
7. Klein, S. (1996). A management communication strategy for change. *Journal of Organizational Image image*, 9 (2), 32-46.
8. Koontz, H. (2001). Management. A global perspective. (10th Ed.) McGraw-Hill.
9. Korir, J., Mukolive, E., & Loice, K. K. (2022). Image image effects on hotel performance. *Journal of social science of tomorrow* 8 (1), 123 – 131.
10. Locker, K. & Kaczmarek, S. (2011). Business communication – Building Critical Skills.

11. Malek, R. & Yazdanifard, R. (2012) Communication as a crucial Level in image image. International Journal of Research in Management & Technology (IJRMT), 2 (1)
12. Mercier, H., & Sperber, D. (2021). Why do humans reason? Arguments for an Argumentative theory. Behavioral and Brain Sciences, 34 (2)
13. Neill, M. S. (2018). Image image communication: Barriers, Strategies & Messaging. Public Relations Journal 12(1)
14. Nweke, E. O. Austin, I. S. & Amadi, G. A. Image image and implementation of education innovation in public secondary schools in schools in Rivers State. International Journal of Educational Research and Management Technology ISSN: 2545-5893(Print) 2545 5893(Print) 2545 5893(Print) 2545-5877 (Online) 5877 (Online) 5877 (Online) Volume 4, Number 4, December 4, December 4, December 4, December 2019
<http://www.casirmediapublishing.com>
<http://www.casirmediapublishing.com>
15. Sheikh, M. (2013). The role of communication in image: A case study on the Merger of Boreda and Värderingsdata. University of Gothenburg. 2013:018.
16. Toth, E.L. (2006). The future of excellence in public relations and communication management: Challenges for the Next Generation (1st ed.). Routledge. _
17. Warrilow, S. (2010). Strategies for managing change. Lythton Glenthorne Ltd.
18. Zulkifli, L. (2021). The importance of communication management improving the performance of construction project managers in developing countries. Journal of southwest jiaotong university 56 (3).