

CORPORATE IMAGE AS A RE-BRANDING PRACTICE IN ENHANCING ORGANIZATIONAL PERFORMANCE IN THE PUBLIC PROCUREMENT AND REGULATORY AUTHORITY (PPRA), KENYA

¹Judy Maina & ²Dr. Jane Njoroge, PhD

¹Masters Candidate, Department of Public Policy and Administration student, Kenyatta University, Kenya

²Lecturer, Department of Public Policy and Administration lecturer, Kenyatta University, Kenya

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ABSTRACT

In today's Public Sector, branding and re-branding are crucial, unlike in previous years where it did not matter. Organizations worldwide have to come up with strategies to improve their day-to-day ways of doing things to improve organizational performance. Emerging trends have come up and taken over the old way of doing things and this has positively affected the level of performance in the public service and has brought about the rise in positive change. The public sector has been challenged to come up with efficient service delivery to bring customer satisfaction. It has not been left behind as the world becomes a global village. Restoring customer confidence and being more customer-focused is now emerging as a major priority. The government over a long time has had a distorted image in the way it performed. The study examined corporate image as a re-branding practice in enhancing organizational performance of the Kenyan Public Procurement Authority. A descriptive study research design was used. The target population was 10 top-level managers, 13 middle-level managers, and 73 staff of different cadres at PPRA, Kenya, and 30 external customers. The purposive sampling technique was used where a sample of 4 Directors, 6 Deputy Directors, 20 officers PPRA Kenya employees, and 15 external customers were chosen. Pilot testing was used to check the reliability of the tools that were used. The study found that corporate image has a statistically positive relationship with the performance at PPRA. As the corporate image improves, the performance of the organization improves and vice versa. The study recommends that PPRA should do regular evaluations of the corporate image to enable it to make improvements. Customers also should be involved in rebranding to enable them to own and support the brand.

Key words: Corporate Image, Rebranding and Organization Performance

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INTRODUCTION

According to an article by Mavroudi, Kesidou and Pandza (2023) explore organizational performance in organizations as the ability to effectively use its resources and processes to achieve strategic goals, improve communication and maximize results. Organizational performance (OP) can be analyzed from different angles this is the economic performance where organizations focus on company's processes which are in relation to financial and market outcomes whose end result are profit, sales, and ROI (Rate of Return on Investment), the second aspect is the operational performance which focuses on the organizational resources, measures used to improve business workflows, the third one is the human capital performance, which focuses on organizational culture its employees retention, employee engagement, and employee development.

Organization performance can be measured differently for an individual, as a group, and in an organization this was defined by Knies, Jacobsen, and Tummers (2016). Luhangala and Anyieni (2019) elaborated that the performance of an organization can be related to how effective and efficient services and goods are offered thus prompting organizations to come up with new unique services and products with the changing times. Performance measurement is important as it indicates how an organization is optimizing its finances about performance, thus to improve, (OP) is pegged upon objectives or purpose to achieve their desired strategy.

Re-branding can bring about positive effects on the organization performance of PPRA (the Authority) by redefining its roles and perception to the public. This can be achieved through organizational performance indicators like providing quality services, improving the organization's corporate image, and ensuring that customer switching does not occur whereby the public will rely on other government agencies to get public procurement information.

Julie Thompson's (2023) article on when and how to re-brand stipulates the process of re-branding as a strategy for creating a new identity which includes overhauling a company's name, its logo, symbols related to its images and repositioning the organization in the marketplace and the public's eyes. The Most important and successful factor in re-branding is to engage stakeholders in the system. In re-branding an organization, every stakeholder has a big role to play in owning the new brand, this can bring motivation and enable the involved stakeholders who play a role in this continuously bring a positive result.

Rendi Adrianto (2020) in his article 'The Output of the re-branding Process, describes the re-branding process as being segmented into four areas, the first one is the re-naming process, the second one is the re-designing process, the launching process, and the evaluating process. This process must be followed keenly to come up with a good corporate brand that allows an organization to compete favorably with other firms to provide goods and quality services that will contribute to the performance of the organization.

Public procurement forms a critical facet of Kenya's financial management system. This system has undergone reforms that will enable proper utilization of government resources and ensure there is stability to enhance public sector growth and improve transparency in governance and management of public money. The key achievements of proper public finance management have led to the creation of the Procurement Act (PPADA), 2005 which started operating on January 1st 2007, and oversaw the gazettement of the PPADR (the Regulations) in 2006.

The Procurement Act oversaw the creation of a procurement Regulatory Body that is the (PPOA) (PPOAB) and (PPARB) Boards. On January 7, 2016, a new procurement law that was to govern public procurement in Kenya known as the PPADA, (*the Act*), No. 33 of 2015 (the "Act") was revealed.

In addition, the new procurement Act established PPRA (the Authority) which was previously known as the Public Procurement Oversight Authority (PPOA). This has since necessitated re-branding to enable the general public to understand the new mandate that has been assigned to PPRA.

LITERATURE REVIEW

Organizational Performance

Organizational performance (OP) is a benchmark for assessing organizations' activities and their surroundings (Cameron & Whetten, 2013). In today's changing work setting, the economic growth of organizational performance (OP) relates to enhancement in individual performance, expertise, awareness, and understanding (Al-Khouri, 2013). Great brands ensure that a purchase is made at a good price to obtain a product or service and engage in positive communication concerning an organization's services and its products, consequently allowing positive brand performance.

According to an article on Organizational culture and Organizational performance by Professor Asikhia and Ngozi-Nneji November, (2021), organizational performance is the most crucial way to ensure that every organization whether governmental or non-governmental performs to its maximum level. It is significant for the top administration and their subordinates to appreciate the factors that can help an organization perform at its optimal level and take suitable direction to implement them.

Organizational performance remains a controversial issue as different scholars have different sentiments as to how organizations can achieve objectives by using resources more prudently. Organizational performance as per Cascio (2014) is the work performance achieved and measured as work outcome, assets, quality service, and customer attended to. The definition of organizational performance by Kaplan and Norton (2001) is the organization's ability to attain goals successfully with the support of competent human resources and adequate resources. This definition provides a reason why organizations should be directed by an objective that is related to performance benchmarks while assessing employees about performance, it is important in evaluating an organization's success (Ittner & Larcker, 2012).

Different companies in various countries highlight different objectives but most literature proposes that the common measure of organizational performance is to be growth and financial profitability. According to many researchers, there is no definite area of research that is based on one disciplinary framework.

According to Andre de Waal, and Evans Makini Osano (2020) in an article in the International Journal of Management & Applied Research about the cement Industry in East Africa, the availability of affordable cement produced locally was vital for growth & economic development which led to new job creation. For High-quality cement, they had to expand their operational and financial base to optimize production for their projects and improve the environment. The high performance of an organization according to De Waal indicated that the quality of cement companies in East Africa was to be enhanced by cultivating great internal processes for better operations which would advance financial and operational results.

The study findings pinpointed that the 3 companies were yet to realize HPO status, but over the past 10 years, the best-performing companies had the best HPO practices.

Corporate image and Organizational performance

Wang (2010) insinuated that the loyalty of a customer or an entity may happen due to a positive image it relishes against its competitors; this is true because some highly demanded goods may help in controlling the switching behavior in the market which eventually will enable positive organizational performance. Customers' valuation of corporate image is believed to influence customer loyalty and organizational performance. Nguyen and Leblanc (2001) show us that there are business sectors i.e. telecommunication and education where their (CI) and (CL) are directly related.

Sallam (2016) conducted a study that showed that Brand Image(BI) and Corporate Branding(CB) should be carried out on the Consumer's Choice, the study developed a structure that elaborates how the independent variables in a (BI) and corporate branding have a huge effect on a consumer's choice when brand equity is put into consideration. A research that involved 105 respondents in a country in Saudi Arabia whose focus was on

consumers that used a smart mobile phone confirmed that a corporate brand had a positive impact on brand equity and also showed there was no impact on brand equity the study also showed that brand equity had a positive impact on a customer's choice.

According to research done by Kariuki Kimani (2015) whose main focus was on the influence of IT on OP, showed that the embrace of IT had an impact on the service quality whereby there was enhanced service delivery, standards of operations improved, customer satisfaction and productivity of employees improved which lead to an increased flexibility in majority of organization functions.

Theoretical Review

Goal Setting Theory

Locke and Latham (1990) propose a theory that stipulates organizational performance can be affected by goals through the mediating mechanism, task strategies, direction, persistence, and effort. It makes an assumption that defines specific measurable goals that have a direct implication. Locke et al` (2016) observe that the theory encourages individuals to simply do their best and pursue goals that are easy and specific, which encourages the pursuit of goals that yield better performance which is difficult and very specific.

An organization's goal can be specific and detailed this occurs as an intervention that is used in improving performance and can occur as a result of setting difficult specific goals. Improvement of Performance is carried out through continuous processes that are difficult i.e. proper and vigorous planning carried out promptly should be considered, setting of goals that are long-range goals and always have feedback-seeking procedures, and also the processing of that feedback. (Latham et al` 2013).

Using this theory of goal setting tries to show that setting goals that are high in the re-branding process in PPRA will bring about improved performance. Individuals that are involved in re-branding have a very high goal they ought to commit to which needs to be fulfilled by encouraging competition that will improve organizational performance.

METHODOLOGY

Research Design: Saunders, Lewis and hornhill, 2009 elaborate on design in research as a focus on the overall plan for research to be undertaken and descriptive research design will be adopted. It provides an extensive description of the characteristics of the phenomena under study and the correlation between study variables using both quantitative and qualitative approaches.

A case study research design was used as multiple methods were used in data collection to gather information from the group. The design was approach since it is used in an area where few studies have been undertaken and the researcher studied re-branding and organizational performance at PPRA.

Target Population: Ngechu (2004), describes a population as an orderly set of individuals, services, or a group of households that can be examined. There are 10 top-level managements, 13 middle-level managers, and 73 employees in the Public Procurement and Regulatory Authority (PPRA) chosen as one entity. 30 External customers were also interviewed.

Sample Size and Sampling Techniques: Naoum (2007) has outlined a sample size as a defined population that is studied to gain statistics facts, whereas Orodho (2003) describes sampling as picking a stratum in a distinct population as the descriptive subject of that population. A purposive sampling technique was used in coming up with a sample for the study. Therefore, a sample of 4 Directors,6 Deputy Directors, 20 officers, and 15 external customers was used. The sample size was informed by the time taken to interview, the time taken to respond to questionnaires, and the number of employees and external customers who sought services from PPRA.

Validity of the Research Instruments: Validity shows if the instrument measures appropriately (Borg and Gall 1989). Content validity was used by the researcher to examine if the instruments answered the research questions (Borg & Gall 1996). Deliberations that were made led to consensus with the supervisor consequently validating the content validity. Comments from the experts and supervisor were used to review and revise the instruments before they were used in the actual study.

Reliability of the Research Instruments: This was used by the researcher to assess the consistency of the research and to what extent the data collection technique or analysis can be replicated (Wiersma, 1996). Counter-checking of the questionnaires was conducted using questions that were put on a test.

Research instrument: Questionnaires were used to collect the primary data and interviews were carried out. Interviews were used on a sample size of 6 directors because of their busy schedules to supplement the questionnaire. A structured questionnaire was used on a sample size of 10 deputy directors, 44 officers, and 20 external customers to collect primary data. The data collection process took 20 days. Questionnaires and interviews were preferred because respondents understood them and were able to respond to questions sufficiently. Questionnaires are most preferred as they can gather quantifiable information within a short period this is by Kothari (2004).

The questionnaire and interview method was an appropriate instrument for this study. Use of structured questions is a data collection tool that is given to a respondent to get answers in written form, Mugenda and Mugenda (1999) indicate the instrument that is commonly used is the questionnaires which assist in obtaining information that is important about a population of the study. To address specific themes of the study questionnaires were used. In addition, Ngulube (2003) stated that the answered questions give time to respondents to be carried out within a specified period which is convenient to them.

Data Analysis: Data analysis was involved in several stages to data clean up and explain the data collected. The process of data cleanup adopted included editing, coding, and tabulation to help detect any anomalies in the responses. Assigning specific numerical values to the responses for further analysis was done. Completed questionnaires was edited to ensure consistency in the process. The data was checked and coded to avoid errors and omissions (Kothari, 2004). Frequency tables, percentages, and means were used to present the findings. Responses in the questionnaires and interviews were tabulated, coded, and processed by use of a computer Statistical Package for Social Science (SPSS) Version 20.0 program to analyze the data. The responses from the open-ended questions were listed to obtain proportions appropriately; the responses were then reported by descriptive narrative. Quantitative data(QD) was analyzed using SPSS software to generate both descriptive and inferential statistics. Inferential statistics was generated by linking the independent variables to the dependent variable using a multiple regression model.

The (QD) that was generated from the interviews and questionnaire guides was analyzed using content analysis and presented in prose form. The Content analysis was done by counting the data collected and coding the same data each time it appeared. A model identified as multivariate regression was considered to link the (IV) to the (DV) as follows;

$$Y = \beta_0 + \beta_2 X_2 + e$$

Where,

Y–Organizational performance

X₂ – Corporate image

€= Error term

In the model, β_0 = the constant term while the coefficient $\beta_i = 1 \dots 4$ was used to measure the sensitivity of the dependent variable (Y) to unit change in the predictor variables X₂, € is the error term that captures the unexplained variations in the model.

RESULTS AND DISCUSSION

Response Rate

45 questionnaires were administered to the respondents. 42 filled and returned the questionnaires while 3 failed to return the questionnaires.

Table 1

Response rate of questionnaires

Questionnaire Responses	Frequency	Percent
Returned Questionnaires	42	93%
Questionnaires that were not returned	3	7%
Total	45	100%

Source: (Researcher, 2023)

42 out of the 45 questionnaires which represents 93% were duly completed and returned. A 93% response rate is enough to conclude the study. According to Fincham (2008), a response rate of 70% is appropriate to make a good conclusion about the study. 93% response rate, therefore, is excellent to conclude the study. The high response rate was due to the strategy that was employed. Respondents were given a brief introduction before a questionnaire was given. The introduction aimed to make the respondents understand the importance of the response to motivate them to participate. Respondents were also assured of confidentiality. They were also sent reminder text messages, which enabled them to complete the questionnaires in time.

Demographic Information

From the study, 7% of the respondents were between the age of 20 and 30, 19% were aged 31 to 40 years, 33% of the respondents were aged 41 to 50 years, and 41% were aged above 50 years as shown in Figure 1 below. From the study, most of the respondents are old enough to give reliable responses. The study aimed to get reliable and accurate findings. The age distribution of the respondents, therefore, enabled the study to get different perspectives on the variables under study (Backes-Gellner & Veen, 2009). Notably, age comes with experience of life and work issues. The fact that most respondents were older means the study was able to tap their experience in PPRA and outside PPRA to get findings that can be relied upon.

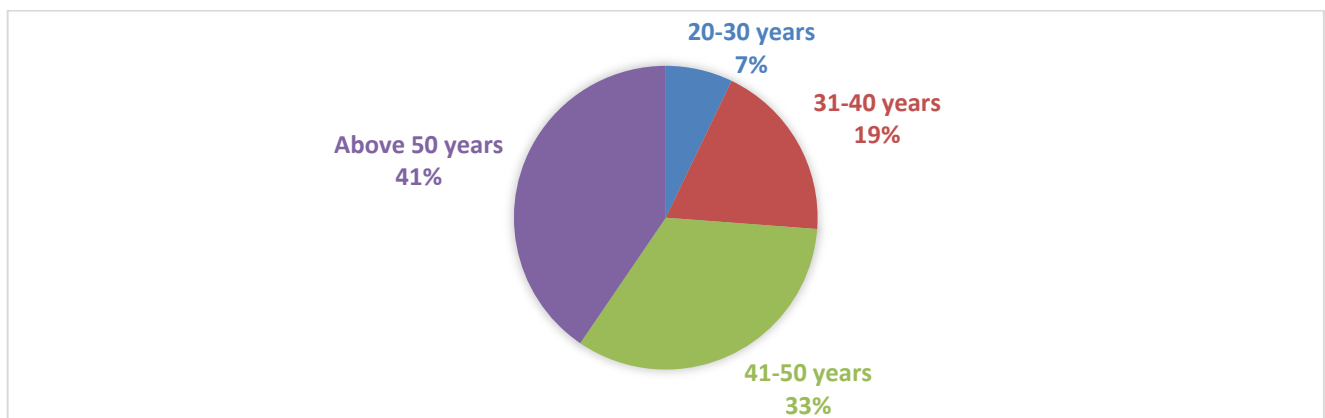


Figure 1: Distribution of the ages of respondents

Source: (Researcher, 2023)

The study showed that 60% of the respondents were male while 40% were female as shown in Figure 2 below. The representation of each gender, therefore, was fair. Ensuring that gender representation was fair was important since it ensured that inclusive research results were obtained (IQTC, 2021). Gender diversity also enhances the quality of the research since it enables the researcher to get different perspectives. Different perspectives or viewpoints enable the research to get findings that can be relied upon in decision-making,

especially in the current world where diversity is highly regarded (IQTC, 2021). Gender-balance also ensures that ideas of all genders are used to make conclusions and recommendations which is important to promote gender equality.

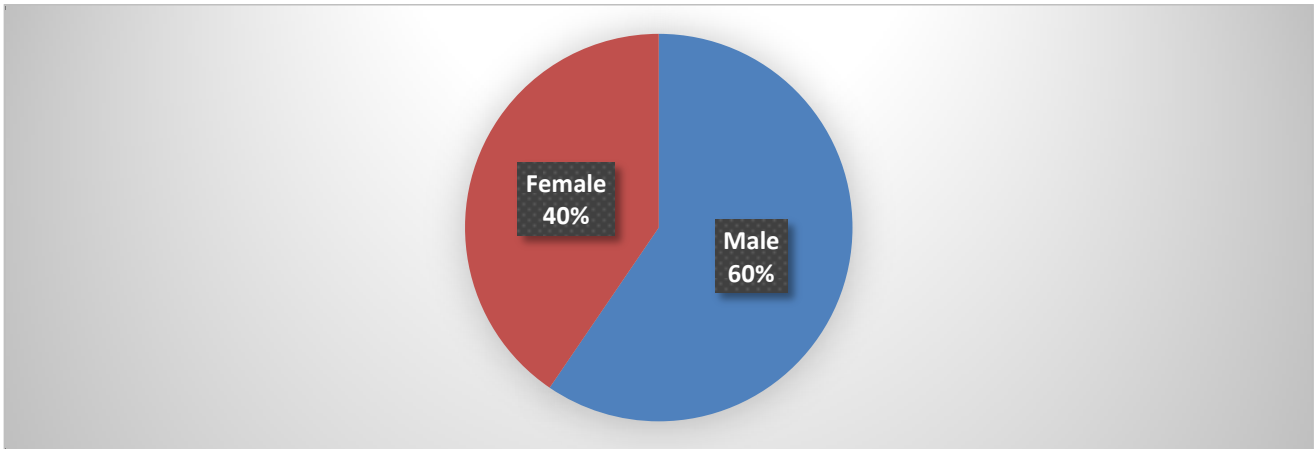


Figure 2: Gender of the respondents

Source: (Researcher, 2023)

From the study, 5% of the respondents have served PPRA for 1-5 years, 12% have served 6-10 years, 19% have served 11-15%, 26% have served 16-20 years and 38% have served PPRA for above 20 years. The year of service shows the experience a person has with PPRA. Experience with the company is important during the research. From the study, most of the respondents had the needed experience to answer the questions appropriately based on the number of years they have worked for PPRA. Respondents who have stayed with PPRA for a good number of years have a good understanding of the functioning of the company and the opportunities and challenges the company is facing (McGrath, 2003). As a result, they can give invaluable responses which is important to come up with quality reports (McGrath, 2003). The fact that most respondents had worked long for the company means the responses that were gotten could be relied upon to come up with a good report.

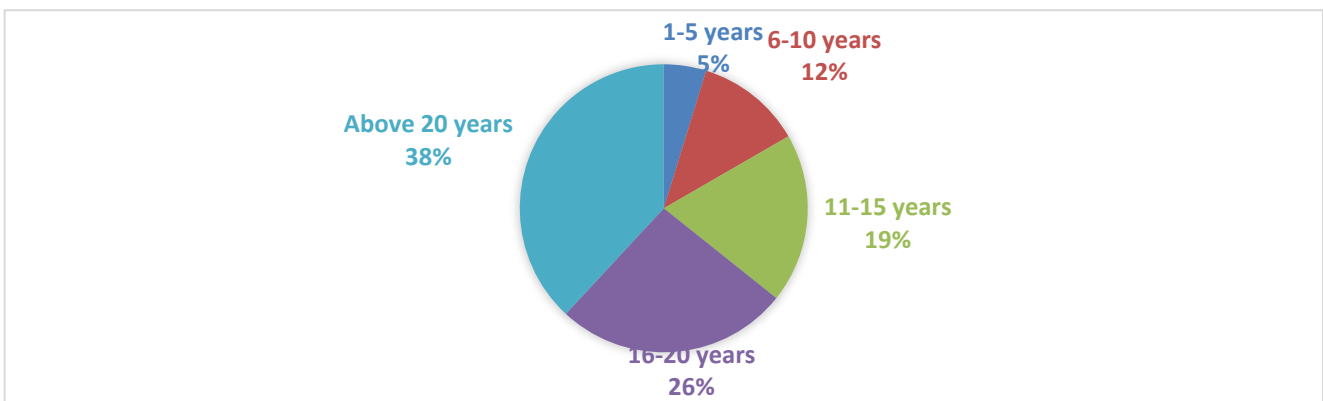


Figure 3: Years of service in PPRA

Source: (Researcher, 2023)

Corporate Image

On corporate image, the respondents agreed that corporate image plays a big role in re-branding and organizational performance with a mean of 3.67 and standard deviation of 1.46. standard deviation of 1.46 shows that values are close to the mean and, as a result, are consistent. They also agreed that brand loyalty by PPRA`s external stakeholders indicates a positive organizational performance with a mean of 3.69 and a

standard deviation of 1.42 showing that the responses are consistent. The respondents also agreed that positive employee perception can be used to indicate organizational performance with a mean of 3.79 and a standard deviation of 1.34. A standard deviation of 1.34 shows that values are close to the mean and that responses are consistent. They also agreed that the commitment of the senior management to the reduction of problem-solving timelines can improve organizational performance with a mean of 3.95 and a standard deviation of 1.27. A standard deviation of 1.27 shows that values are close to the mean and, as a result, responses are consistent. The respondents agreed that the availability of adequate resources for the re-branding strategy can help achieve organizational performance with a mean of 3.60 and a standard deviation of 1.53 showing that the responses are consistent. The respondents also agreed that the availability of skilled human capital to implement the re-branding strategy will improve organizational performance with a mean of 3.57 and standard deviation of 1.47 consequently showing that responses are consistent since the standard deviation value of 1.47 is small. Lastly, respondents agreed that the customer/ public impression of the Public Procurement Regulatory Authority has significantly improved with a mean of 3.52 and a standard deviation of 1.57 showing that participants' responses are consistent.

Rebranding can help to improve corporate image. Rebranding can change the perception of the customers about the company (Nana et al., 2019). Rebranding provides an opportunity for the company to adapt to the changes in the business environment. It is important, however, to ensure that customers are involved in branding to enable them to support (Nana et al., 2019). A good corporate image makes customers proud and enables them to become loyal to the company. Commitment of the management to solving problems within the timelines gives confidence to the customers and this is important to enable the company to receive the support of the customers and improve its performance (Pham et al., 2019). Rebranding though it's good for the organization to retain and attract customers requires resources and skilled manpower. Ensuring that the organization has the needed resources and manpower is, therefore, important (Bolhuis et al., 2018). Constant improvement of the image of the company helps to enable the company to navigate through the challenging business environment.

Table 2

Mean and standard deviation of corporate image variables

Statement	Mean	Std. Dev.
Corporate Image plays a big role in Rebranding and Organizational Performance.	3.67	1.46
In relation to Corporate Image, brand loyalty by PPRA's external stakeholders can indicate a positive organizational performance.	3.69	1.42
In relation to Corporate image, positive employee perception can be used to indicate Organizational Performance.	3.79	1.34
In relation to Corporate image, the commitment of the Senior Management to the reduction of problem-solving timelines can improve organizational performance	3.95	1.27
The availability of adequate resources for the re-branding strategy can help achieve organizational performance	3.60	1.53
In relation to the corporate image, the availability of skilled human capital to implement the re-branding strategy will improve Organizational performance	3.57	1.47
Through rebranding, the customer/ public impression of the Public Procurement Regulatory Authority has significantly improved	3.52	1.57
Public trust and confidence regarding the operations of the Public Procurement Regulatory Authority has significantly improved after rebranding	3.60	1.31
The public reputation of the Public Procurement Regulatory Authority has significantly improved after reviewing the provision of procurement services to public	3.79	1.35

Source: (Researcher, 2023)

Corporate image plays an important role in the success of the organization. Ensuring that an organization has an outstanding corporate image gives a competitive advantage to the organization. According to Nana et al. (2019), rebranding can help to improve the corporate image significantly. It, however, requires good management to achieve the intended results and enable the organization to compete favourably in the ever-changing business environment. Bolhuis et al. (2018) observe that understanding one's business environment is important since it will enable the organization to know when to rebrand and how to do it to avoid risks associated with rebranding. Rebranding when done well enables the organization to create a positive image and reputation. Rebranding can enable PPRA to appeal to its customers which is important in building trust and confidence in them.

Organization Performance

On the organizational performance, the respondents agreed that organizational Performance plays a key role in how PPRA creates trust with the general public in public service with a mean of 4.10 and a standard deviation of 1.43. The standard deviation of 1.43 shows that values are closer to the mean and, as a result, the responses are consistent. The also agreed that the re-branding strategy used in an institution will contribute towards the organization's performance with a mean of 3.60 and standard deviation of 1.59 showing that the responses are consistent. The study also found that after rebranding, customer satisfaction regarding the procurement processes at PPRA went up significantly with a mean of 3.67 and a standard deviation of 1.56. The standard deviation of 1.56 shows that values are closer to the mean and, as a result, responses are consistent. The respondents also agreed that quick service delivery in terms of procurement processing time and responsibility was achieved after rebranding with a mean of 3.52 and standard deviation of 1.67 consequently showing that responses are consistent. They also agree that the relationship of the PPRA with the citizens drastically improved after the rebranding activities with a mean of 3.67 and a standard deviation of 1.63. The standard deviation of 1.63 shows that values are closer to the mean and, as a result, responses are consistent. Lastly, respondents agreed that the competitiveness of the PPRA went up after the service rebranding with a mean of 3.79 and a standard deviation of 1.55. A standard deviation of 1.55 shows that values are closer to the mean and, as a result, responses are consistent.

Organizational performance has a great influence on demand and supply. A company that performs well attracts many people consequently increasing the demand and supply (Joseph et al., 2021). Organizational performance challenges customers to be loyal to the company. Rebranding can enable the company to become more efficient and innovative consequently improving performance (Harsanyi, 2020). Rebranding also can attract new customers, thus enabling the company to increase its sales and profits. Organizational performance also improves the organization's engagement with the customers (Harsanyi, 2020). Improvement in customer engagement enables the organization to better understand its customers and meet their needs which is important for the growth and development of the organization.

Table 3

Mean and standard deviation of organizational performance variables

Statement	Mean	Std. Dev.
Organizational Performance plays a key role in how the Public Procurement Regulatory Authority creates trust with the general public in Public service	4.10	1.43
Re-branding strategy used in an institution contribute towards Organization's performance	3.60	1.59
After rebranding, customer satisfaction regarding the procurement processes at the Public Procurement Regulatory Authority has significantly gone up	3.67	1.56
Quick service delivery in terms of procurement processing time and responsibility has been achieved after rebranding	3.52	1.67
The relation of the Public Procurement Regulatory Authority with the citizens has drastically improved after the rebranding activities	3.67	1.63
Competitiveness of Public Procurement Regulatory Authority has gone up after rebranding	3.79	1.55

Source: (Researcher, 2023)

Organizational performance can be influenced by many factors that enable the organization to have a competitive edge. Branding enables the organization to have a new image and appeal to customers. It can help to improve market share significantly (Joseph et al., 2021). Notably, branding enables the organization to improve marketing which is important to attract customers and increase market share. Rebranding provides an opportunity for the organization to meet the needs of the customers and ensure that customers are satisfied (Joseph et al., 2021). Rebranding gives a “new energy” to the organization since it can motivate customers and employees and improve their satisfaction. When employees and customers are satisfied and motivated, they will work to ensure that the organization achieves the best. The strategy adopted during rebranding plays an important role in giving the organization a competitive edge (Harsanyi, 2020). A well-implemented rebranding strategy can enable the organization to build a culture that can enable it to compete favourably in a competitive environment and succeed.

Regression

Table 4 presents the results to show how well the data fits on the regression model to explain the phenomena under study.

Table 4

Model Summary showing the fitness of the model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792a	0.620	0.59	0.46601

a Predictors: (Constant) Corporate Image

Source (Researcher, 2023)

Fitness of the Model

From Table 5 R square is 0.620. The R square of 0.620 implies that 62% of the variations in the performance of PPRA can be explained by customer switching, corporate image, and quality of service. This is supported by the adjusted R square of 0.59. R square of 0.59 means that 59% of variability in the performance in PPRA is explained by the three variables customer switching, corporate image, and quality service in the regression model. Improving corporate image, and quality of service, therefore, will improve the performance of the organization.

To improve performance, the organization should adopt a holistic approach that enables the company to significantly improve corporate image and quality of service. According to Foroudi (2019), one out of ten customers will return to the company if they experience poor service and this has a negative impact on the performance of the company. As a result, the organization should use all means possible to ensure that it is on top of customer service. The organization should also guard its corporate image. Guarding corporate image entails doing many things that give customers satisfaction and a reason to continue supporting the company (Munim & Noor, 2020). Focusing on corporate image, customer service, and quality service enables the company to improve customer experience and enable them to develop long-term loyalty. When customers believe in the company, they will be able to sell the company to others, thus enabling the company to increase its customers. Table 5 presents the analysis of variance (ANOVA).

Table 5**Analysis of the Variance (ANOVA)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.463	3	4.488	19.889	.000b
	Residual	8.574	38	0.226		
	Total	22.037	41			

a Dependent Variable: Performance

b Predictors: (Constant) Corporate Image

Source (Researcher, 2023)

The analysis of the variance shows that the overall model is statistically significant. As a result, corporate image significantly influence the performance of PPRA. The analysis of variance found the F statistic to be 19.889 and the p-value to be 0.000 which indicates that the overall regression model is statistically significant. A P-value that is lower than 0.05 suggests that the F statistic is significant. It means that corporate image has a significant effect on the performance of PPRA. The P-value is less than the conventional probability of 0.05 significance level which confirms the influence of corporate image on the performance of the organization. Building strong relationships with customers through offering quality service gives them motivation to continue supporting the company (Song et al., 2019).

Table 6 presents the coefficient regression results.

Table 6**Analysis of the regression coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.252	0.550		-0.450	0.665
	Corporate Image	0.423	0.173	0.314	3.170	0.002

a Dependent Variable: Performance

Source (Researcher, 2023)

Table 6 presents beta coefficients of quality of service, corporate image, and customer service that predict performance. They are presented below in a model.

$$Y = -0.252 + 0.423X_1$$

Where

Y is the performance of PPRA

X_1 is corporate image

In the model above (Table 6), the predictive variables have positive beta values. For the corporate image the $\beta=0.252$. The beta values of quality of service and corporate image are less than the p-value, 0.05 consequently confirming that the variables are predictors of the performance in PPRA.

Corporate Image

The results of corporate image ($\beta=0.252$, $p=0.002<0.05$) show that there is a positive and statistically significant relationship between corporate image and performance of PPRA. From the regression model, when the corporate image is increased by one unit, the performance of the organization increases by 0.252 units. P-value= 0.002 which is lower than 0.05 consequently showing that the relationship between corporate image and performance is not by random chance.

Focusing on the improvement of the corporate image will not only enable the company to attract customers and improve its financial strength but will also enable it to attract partners and investors who can help the organization become more creative and innovative (Alrubaiee et al., 2017). Customers' decisions and actions are largely influenced by the company's image. A good corporate image makes the customers stick with the company and support the company to grow and develop. A good corporate image can enable the organization to have strategic benefits like preventing the expansion of organizations in the same industry from expanding and preventing new entrants into the market (Hogevold et al., 2022). The good image of the company will motivate customers to avoid other organizations because they are satisfied.

SUMMARY

The second objective sought to establish the impact of the corporate image on re-branding and organizational performance in PPRA. From the descriptive analysis, corporate image impacts the re-branding and performance of the organization with a mean of 3.69 and a standard deviation of 1.41. Correlation analysis and regression analysis show that there is a statistically significant relationship between corporate image and performance with $r=0.620$ and $\beta= 0.252$. The corporate image tells much about the company. Corporate image enables the organization build a reputation that can enable it attract and maintain customers. It enables the organization to safeguard its position in the industry which is important to enable it compete favorably irrespective of the negative surrounding environment. Re-branding helps the organization improve its corporate image when it is done well. It enables the organization to project a "new face" which is important to retain and attract customers.

CONCLUSIONS

It also concludes that corporate image positively affects the performance of PPRA. Corporate image determines the success of the organization since it helps the organization attract and retain customers. Customers are always keen to be associated with an organization with a good reputation and standing. Ensuring that an organization has a good corporate image, therefore, gives confidence to the customers to continue supporting the organization and relying on its efficient service delivery.

RECOMMENDATIONS

The organization should also ensure that customers are engaged when the organization wants to carry out the re-branding process in order to improve its corporate image. Re-branding can help improve PPRA's corporate image but should be done appropriately to achieve the envisioned results. Involving customers in the re-branding process will enable them appreciate the intentions of the organization and support the process which is important to avoid sabotage that may negatively affect the image on the organization.

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