

**REBRANDING STRATEGIES AND PERFORMANCE OF SAVINGS AND
CREDIT COOPERATIVE ORGANIZATION IN KIRINYAGA COUNTY,
KENYA**

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DECLARATION

This is my original work and has not been presented in any other institution for examination/academic purposes.

Signed:

Date:

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I have approved the submission of this project for examination as the University supervisor.

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DEDICATION

To my parents Mr. and Mrs. Kabui Machere, my husband Marvin and our sons Devin and Darrell for encouraging and supporting me morally.

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I feel indebted to my project supervisor Dr. Maina for his technical and expert assistance to ensure the project meets the required standards. I wish to single out for mention my family, for their support and encouragement throughout the process. I deeply appreciate the contribution from all lecturers and student colleagues. My sincere gratitude goes to the SACCO officials and customers who took their time to fill the research questionnaires

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ABBREVIATIONS AND ACRONYMS

ECCOs	Ethics Commission for Co-operative Societies
GOK	Government of Kenya
NACOSTI	National Commission for Science, Technology and Innovation
RBV	Resource-Based View
SACCO	Savings and Credit Cooperative Organisation
SAPs	Structural Adjustment Programmes
SASRA	SACCO Regulatory Authority
SPSS	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Business Process Reengineering: Distinct programmes meant to accomplish radically redesigned and enhanced work processes in a set time frame

Corporate Culture: A set of key norms, understandings, assumptions and values shared by an organization's members.

Organizational performance: Refer to the actual performance of the organization compared to its desired goals

Product Differentiation: Marketing strategy meant to differentiate an organization's services or products from the competitor's

Rebranding strategy: Process of changing an organization's corporate image

ABSTRACT

Many SACCOs operating in Kirinyaga County are facing fierce international and local competition forcing relocation to other counties and shop closure to others. Different branding strategies are being employed by SACCOS in order remain competitive in the increasing volatile business environment. Hence this research investigated how Kirinyaga County Savings and Credit Cooperative Organization' performance is influenced by rebranding strategies. The specific objectives were to examine how corporate culture revision, product differentiation and business process reengineering influence performance. Dynamic capability and RBV theories formed the study's anchor. Descriptive survey research design was adopted. Three SACCOs that have rebranded in Kirinyaga County was the population of interest. The target population was the 172,222 ordinary members and 33 managers. In respondents' selection simple random sampling method was utilized and in respondents' sampling stratified sampling was utilized. Questionnaires were used for data gathering. The pilot study findings assisted the researcher in improving the instrument and ensure that the questionnaires items are valid and reliable. For data analysis, inferential and descriptive statistics. Standard deviation, mean and distribution frequency were utilized in data presentation. Further, the study conducted inferential statistical involving regression and correlation and analysis. A positive and significant association between corporate culture revision, product differentiation, business process reengineering and performance was established. The study concluded that ability of employees in making sound decisions is supported by corporate values, a well-defined vision and mission. The study concluded that business process enables the organization to analyze its workflows to discover processes that are not efficient and then optimize those processes to eliminate tasks that do not offer any value. The study recommends that organizations should demonstrate to employees that their involvement is critical. The study recommended that the organization should understand the type of market where it is competing with, give consideration to what the target client need from their product that the competing product does not offer, differences in product attributes, have clients being able to directly access the product online. The study recommends that the organization should first define its requirements based on a benchmark, current state, and an ideal future state. Understand what the current performance level is based on the objective and key performance indicators or break the overall process into component parts and set up benchmarks within each one.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Organizations often rebrand so as to respond to internal or/and external issues. Institutions are utilizing rebranding as an effective strategic tool for shedding negative connotations that might affect their profits and hiding past malpractices (Cretu & Brodie, 2015). For some instances, institution put an effort in building any perceived equity believed to exist in their brand through differentiation and rebranding. Daffey and Abratt (2017) observe that incorporation of practices like going green, revamping their operations and even changing their logo differentiate firms from their competitors. Identifying corporate decision' impact on the performance of firms judges its economic rationale and success. Any change in a firm is signaled to the market by an institution's rebranding strategy and hopefully a much positive outlook implied

De-Chernatony (2014) observes that high quality services are increasingly being demanded by clients from financial institutions. Similarly, in recent years development of new technologies is modified to how customers access financial services. According to Hatch and Schultz (2016), with the increment of non-financial and financial institutions that are now offering competing financial services, competition is high. Hatch and Schultz (2016) further argue that more growth is being seen and financial institutions are continuously reinventing and bettering with the aim of gaining an upper hand over the competitors. Therefore, there is need for organizations to rebrand especially in markets that are saturated like financial service industry.

Brand equity is enhanced and organizational operational efficiency improved by rebranding. Rebranding a company can be a minor change or extensively involving a

radical change (Shetty, 2015). According to Moisescu and Vu (2018) for corporations that want to be successful in the ever-competitive business world, rebranding is becoming a crucial strategic and marketing tool. Product quality positive evaluation, product high level awareness maintenance and provision of brand personality and consistent image are enhanced by having a strong brand. Therefore, in determining the rebranding extent, a company should make a decision on what to change and change extent needed.

1.1.1 Organizational Performance

According to Khang, Arumugam, Chong & Chan (2016), organizational performance is determined by how best the firm attains its objectives, its effectiveness and efficiency in achieving its market-oriented, operational and financial goals. Firms now operate in a global business environment with higher competition, varying customer desires, technological advancements and rapid changes (Bolivar-Ramos, Garcia-Morales and Garcia-Sanchez, 2018). Therefore, in the long-term, a marketing strategy that is successful ought to tell a firm where they would want to be and gives an opportunity to make use of a firm's resources in to ascertain its objectives and goals.

Anwar, Shah and Hasnu (2016) view organisational performance as the level at which an organisation is capable in fulfilling the needs of its stakeholders together with what it intends to achieve for continual existence. Luhangala and Anyieni (2019) describe performance of an organisation as how effective and efficient it is and the services and products quality it offers as well as coming up with new unique products. Therefore, measuring performance is important as it shows what the organisation is achieving in terms of finance, efficiency and effectiveness.

Based on olagunju and Obademi (2012), it is the extent of accomplishing a firm's objectives. It is also how the firm resources are used in meeting its objectives and goals. Organizational performance measurement, according to Bennett, Lance and Woehr (2014) is the progress assessment process purposely to achieve pre-determined goals that include information on resources transformation efficiency into services and goals, the outcome and output quality and how effective the organizational operations are in terms of how they contribute specifically to the objectives of the company. In this study, organizational performance will be evaluated in terms of the number of members and operational efficiency.

1.1.2 Rebranding Strategy

A rebranding strategy involves structuring goals that determine actions in achieving the goals and mobilize resources for executing the actions within a set duration (Balmer, Mukherjee, Greyser, Jenster, Muzellec & Lambkin, 2016). Sinclair (2016) argues that rebranding strategy is a movement with an expectation of refreshing the existing brand incorporating a change of values, vision, mission and name. Institutions are utilizing rebranding as an effective strategic tool for shedding negative connotations that might affect their performance and hiding past malpractices. In this research study rebranding strategy measuring will be in terms of corporate culture revision, product differentiation and business process reengineering. In this study, rebranding strategy was evaluated in terms of corporate culture revision, product differentiation and business process re-engineering.

Organizational behaviour is greatly influenced by corporate culture, particularly in the commitment, effectiveness and efficiency areas. It implies that success can be achieved

by an organization through the development of an appropriate corporate culture (Wasti, 2015). Hosseini (2019) observe that corporate culture influences an organization's effectiveness, it affects how controlling, leading, organizing and planning functions are carried out. particularly, a strong corporate culture' performance benefits are values and norms which are shared and held strongly: increased employee motivation, improved alignment of goals between an organization and its members and enhanced control and coordination within an organization.

Product differentiation is the art of marketing a certain service or product in a way making it outstanding compared to other services and products. It entails differentiating it from an organization's own service/product offerings and competitors' products (Perloff & Salop, 2015). Schmalensee (2019) observe that the differentiation strategy generic involve s creation of a market position viewed to be unique industry- wide and can be sustained over the long run. Brand image or design can be the basis of this differentiation. Hence, tis illustrates that differentiation strategy has the capability to create a creating competitive advantages to a company leading to improved sales performance.

Business process reengineering is the process of redesigning and rethinking processes of work beginning with assessing the organization's objectives, goals and mission and the client's needs. Business processes reengineering requires getting to the basics regarding issues and making extreme changes in effectively solving all the underlying issues (Gouranourimi, 2018). The author further indicates that Business process reengineering calls for status quo interrogation and questioning how an organization normally operates responding to the questions providing insight to the reason why it does what it does with the goal of its mission accomplishing.

1.1.3 Savings and Credit Cooperative Organizations in Kenya

The co-operatives history dates back to 1908 in Kenya and has continuously flourished since then. The first Kenyan Co-operative Society was founded in 1908, a dairy Co-operative. The first official involvement of the government in Co-operatives was in 1931 during the ratification of the first Co-operative Ordinance for co-operative operations regulation. In 1946, there was enactment of a new Ordinance of Co-operative Societies after Africans were added to the movement as the colonial government agreed that they too should take part in the economy. Based on similar principles as the ones espoused by the co-operative movement, a momentum to rapid poverty eradication and Kenyan economy africanization was given by African Socialism sessional paper No. 10 of 1965 in 1965 (GOK, 2012). Sessional Paper No. 8 of 1970 contained a policy on the first post-independence government Co-operative Development with the key objective of consolidating co-operative activities. It comprised societies' management, staff and committee, member training and education intensification and supervisors being the government support staff. Implementation of Structural Adjustment Programmes for a market economy started 1980s. significance of free private sector led development of economic significance was underscored by "Economic Management for Renewed Growth" 1986's Sessional Paper No.1.

The government restated its pledge of improving Kenyans' involvement through Co-operatives in the economy through 1987's Sessional Paper No. 4. The government was performing an advisory role while the management committees and members were left to manage and organize the co-operatives (GOK, 2012). The need for a private led economy for continued development and enhancement was restated in Sessional Paper No. 1 of

1994. Participation in co-operative management was reviewed by the government to offer legislative framework in Sessional Paper No. 6 of 1997. The role of government on the cooperative societies affairs was eliminated fully by 1997 Co-operative Societies Act No. 12 enactment nearly collapsing of the country's movement. In acknowledgement of the increasing significance and complexity of SACCOs, in 2008 enactment of SACCO Societies Act took place paving way for strong prudential standards enforcement for SACCOs with FOSAs leading to the creation of SACCO Regulatory Authority (SASRA). Prudential Standards on inspection and co-operatives' management guidelines were similarly prepared and inquiries leading to best business management practices and good corporate governance entrenchment. Strengthening of the Audit Department and ECCOs creation enabled the achievement

On the May 1st, 1998 Kirinyaga District Farmers Sacco Society now Fortune Sacco was registered after the co-operative union banking section was transformed to be autonomous. Since its inception in 1998; Fortune Sacco has consistently provided financial intermediation services. This enables its members to access attractive returns on their savings as well as affordable credit facilities to improve their businesses and agricultural output. In 2011, the Sacco rebranded to Fortune Sacco to position itself as a community Sacco meeting all the financial needs of the community as opposed to only financing farming activities. The rebranding was the culmination of the Sacco's internal change process which involved changing of the governance structures to improve on governance, improvement of operating processes and procedures, repackaging and expanding its product range as well as adopting a modern banking IG platform. The Sacco also opened its common bond to all members of the community irrespective

of the economic activities they carry out. On July 1984, Kirinyaga tea Growers Sacco now Bingwa Sacco Ltd was registered and its FOSA section opened to the people in 1993. The need to diversify to other sectors, in 2009, rebranding to to Bingwa Sacco Society Limited was done. Muhigia Sacco Society Ltd was registered on June 14, 1976 and the intention to better serve its customers led to its rebranding to Ollin Sacco done in 2014

SASRA regulations have occasioned SACCO re-branding compelling deposit-taking SACCOs to have not less than Ksh. 10 million core capital forcing them to get other methods to expand the common bond. Core capital and membership increment for most deposit -takers has been with the help of rebranding for regulatory authority licensing. Nevertheless, there are challenges faced by rebranding as a business strategy which can negatively influence the business performance if not dealt with. Discreet management is very important for guaranteeing safety of deposits of members as Kenyan SACCOs are main financial industry actors with about 25 percent of the GDP in deposits of members. Realizing this can only be possible by embracing proper strategies in SACCOs management and the effectiveness of the strategies is achieved if executed and conceived properly. Poor strategy execution may lead to losses in finances inefficiency which may be injurious to the SACCOs' long-term survival (GOK, 2012).

1.2 Problem Statement

Sacco industry has significantly grown in terms of membership, products and assets. compared to 2017 (12.40%), 12.44% growth in assets was registered by the industry in 2018 (CBK, 2018). However, in 2018, a number of risks were faced by Saccos, majorly

operational risk associated with rapid technology adoption in service delivery, credit risks associated with new financing areas like trade, manufacturing and housing and the lack of the framework for effectively dealing with third party service providers collaborating with DT-Saccos in provision of agency and mobile banking platforms, management information system and many more. Moreover, according to the CBK report of 2019, the growth of deposit savings reduced because of the high living cost which affects the members hence resulting to reduction in the ability to save.

Rebranding strategy can give a company a competitive edge requiring up its performance within its industry if planned and executed well. However, firms are unable to rebrand and create a distinctive image even with the huge budget spending on corporate positioning (Beverland, Walley, Custance, Taylor, Lindgreen & Hingley, 2017). Many SACCOs operating in Kirinyaga County are facing fierce international and local competition forcing relocation to other counties and shop closure to others. Different branding strategies are being employed by SACCOS in order remain competitive in the increasing volatile business environment.

A study by Mesis (2016) examined the relationship between national bank of Kenya's performance and rebranding strategy and discovered that a number of units have been involved actively in the process that covered the bank's vision and mission, slogan, customer service, staff development, corporate social responsibility, advertising and corporate colors

However, the study adopted a cross-sectional research designs. Saleh (2016) did a study about how higher learning institutions' performance was affected by corporate rebranding

focusing on USIU-Africa. He established that education programs quality of the institution was positively impacted by corporate rebranding in high learning institutions. Nana, Tobias and Chiliya (2019) study examined how corporate rebranding impacts on firm performance and brand equity and established that without the influence of rebranding, brand equity can strongly influence. The study, however, used a convenience-sampling approach that is subject to sample bias. Hence this research investigated how Kirinyaga County Savings and Credit Cooperative Organization' performance is influenced by rebranding strategies.

1.3 Study Objectives

1.3.1 General Objective

The general study objective of this study was to investigate how rebranding strategies influence performance of savings and credit cooperative organization in Kirinyaga County, Kenya

1.3.2 Specific Objectives

- i. To determine how performance of Kirinyaga County SACCOs is influenced by corporate culture revision.
- ii. To establish how performance of Kirinyaga County SACCOs is influenced product differentiation.
- iii. To find out how performance of Kirinyaga County SACCOs is influenced by business process reengineering.

1.4 Research Hypothesis

- i. What is the influence of corporate culture revision on performance of Kirinyaga County SACCOs?
- ii. What is the influence of product differentiation on performance of Kirinyaga County SACCOs?
- iii. What is the influence of business process reengineering on performance of Kirinyaga County SACCOs?

1.5 Significance of the Study

The study would provide knowledge on adopted branding strategies by SACCOs in Kirinyaga County and the influence on their performance. The SACCOs' management would utilize the findings as a basis for formulating and implementing strategy management enhancing performance. The Kenyan government would also benefit in the formulation of policies assisting SACCO industry in improving delivery of services using more efficient and better processes through proper utilization of branding strategies. This would enable fair competition creation and improvement of SACCO industry with the purpose of promoting the economy development. Future researchers would also refer from the study. It would further benefit future academicians studying similar topic

1.6 Study Scope

This research assessed the influence of rebranding strategies on organizational performance. Rebranding strategies were evaluated in terms of corporate culture revision, product differentiation and business process reengineering. The unit of analysis was Kirinyaga County Savings and Credit Cooperative Organization and the observation unit

was support staff and managers. Questionnaires were deployed in gathering data. Focus was the performance of SACCOs from 2016 to 2020.

1.7 Study Limitations

The research faced challenges of respondents fearing to disclose the relevant data for the research but in dealing with this, the researcher assured them of the gathered data confidentiality. Appropriate time scheduling could also be difficult as senior managers being focused on are very busy. The researcher however put effort in keeping to the management appointments.

1.8 Study Organization

The project contains five sections. Chapter one outlines the study background, research problem, study purpose and objectives, research questions, benefits and study focus and its limitations. Chapter two reviews the relevant literature. Chapter three includes methodology of the study. Chapter four comprises of the study findings and discussion and chapter five comprises of the summary, conclusions, recommendation and suggestion for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides literature review related to rebranding strategies influence organizational performance to justify the need of the study. The chapter highlights theoretical literature review, empirical literature review, conceptual framework, literature summary and research gaps

2.2 Theoretical Review

2.2.1 Resource Based View Theory (RBV)

As pioneered by Wernerfelt in 1984, this analysis employed the RBV theory. The theory argues that if an organization has resources that are valuable, uncommon, and imperfectly imitable and what cannot be substituted, it is potentially capable for attaining and maintaining competitive advantage. However, not every asset owned by the organization is crucial for strategic role. The goal of an organization is ensuring that important resources are accessed and managed by creating and acquiring resources available whether from the internal or external sources.

Firms are entitled to depend on a large number of suppliers to supply them with the necessary resources that the firm requires so as to gain way in accessing resources that are valuable to enhance the capability (Langlois, 2010). The basis for this is that it should be in line with aspects that guide the organization in making decisions on adopting response strategy, be it minimizing expenses or introduction of products and services that are new to the market the firm serves for better performance. Barney (1991) indicates that sustaining competitive advantage is brought from not substitutable, imperfectly imitable, rare and valuable resources. Therefore, the company's resource-based view recognizes

that characteristics based on earlier experiences, culture of the organizational and skills are paramount to the firm's success.

This theory's benefit is that it demonstrates that, response strategies are implemented by SACCOS depending on the capacity of their resources. The RBV is a management paradigm which SACCOS can use in assessing the strategic tools they can utilize in boosting their performance. In trying to recognize the competencies. Skills and assets with the capability of producing superior, managerial attention on the internal capital of the SACCOS is also focused by RBV.

2.2.2 Dynamic Capability Theory

The theory was propounded in 1997 by Teece, Pisano and Shuen. They view dynamic capability as the capability of the firm in reconfiguring, building and integrating external and internal competences so as to address ever changing environments. According to Zollo & Winter (2002), the proponents of dynamic capability theory is of the opinion that competitive advantage of firm is dependent of the firm's ability in performing five basic functions: Integration and coordination of resources and assets emerging out of new resource base; embracing learning strategies ensuring employees continuous skill development with new skills for efficient and effective task performance facilitation; resources deployment into new domains; mechanism development making the competitors not able to replicate the systems and processes of the firm; and reconfiguration, transformation and recombination of resources and assets forming a new resource base.

Dynamic capability theory viewed the firm's ability in reconfiguring, building and integrating external and internal competences so as to address ever changing

environments as the sources of firms' competitive advantage (Teece, Pisano & Shuen, 1997). Dynamic capability is an organization's potential to purposefully modify, extend and create its resources base and that it should be built in the organization in a way that it becomes a routine embedded in an organization over time (Helfat et al., 2007). Its assumption is that it sheds light on competitive positions that are short term that can be utilized in building competitive advantage that are longer eventually leading to long-run organizational survival.

The theory is relevant to this study considering the association of competitive advantage to the resource stock of the firm's responsiveness to increasingly turbulent environment, to an organization, dynamic capabilities are of inherent strategic relevance. In market characterization by lower change rates, organization requires dynamic capabilities for keeping pace with competitive dynamics.

2.2.3 Goal Setting Theory

This theory as proposed by Locke and Latham (1990), assumes that organizational performance is affected by goals through four mediating mechanisms: task strategies, direction, persistence and effort. Hence the theory makes an assumption that definition of measurable and specific goals and performance have a direct relationship. Items include: the organization's goals have been documented very specifically detailed; the organization's mission is unambiguously formulated. The goal setting's idea as an intervention for improving performance is that improved performance is as a result of setting difficult and specific goals.

Performance is improved through the action process improvement. For instance, one should be encouraged to engage in appropriate planning, set long-range goals, feedback

processing and feedback seeking (Latham, Locke, & Fassin, 2013). Locke and Latham (2016) observe that the primary premise of Goal setting theory is that rather than encouraging individuals to simply do their best or pursue a goal that is specific but easy, encouraging them in pursuing a difficult and specific goal yields better performance

Goal setting theory in this study demonstrates that by setting high goals in the corporate rebranding process in Kirinyaga County SACCOs will yield better performance. Those individuals tasked with the rebranding process strategy have a high goal to commit to and fulfill thereby enhancing competitive advantage and consequently improving performance.

2.3 Empirical Review

2.3.1 Corporate Culture Revision and Performance

Kamau and Wanyoike (2019) examined corporate culture's influence on organizational performance: A case of Mayfair Casino, Nairobi city County, Kenya. Data was analyzed using descriptive statistics and conclusions drawn. 360 workers from Mayfair Casino formed the study population. To arrive at a sample of 108 employees representing 30% of the target group, stratified random sampling was deployed. Interviews and a structured questionnaire were utilized in obtaining primary data. It was established that to Mayfair Casino's organizational performance, effectiveness, productiveness and satisfaction are crucial.

Shahzad, Luqman, Khan and Shabbir (2015) investigated how organizational performance is impacted by corporate culture by analyzing the existing empirical studies and models link with the organizational performance and culture. After a wide literature

analysis, it was established that performance, employees and processes of an organizations re deeply impacted by organizational culture. This similarly describes the various culture dimensions. Studies indicate that performance towards achieving the organizations' overall goals can be increased if there is employee commitment and with similar values and norms as per the organization.

Maina (2016) examined how performance of commercial banks in Kenya was influenced by organizational culture. A descriptive survey design was employed. 42 employees from commercial banks in Nairobi County constituted the target population. stratified random sampling techniques were deployed in selecting 120 participants as the study sample. Data was gathered using a questionnaire and evaluated using inferential as well as descriptive statistics then tables presented the results. A conclusion was drawn that how things were done was determined by commercial banks' organization culture.

2.3.2 Product Differentiation and Performance

Maina and Kagiri (2016) examined how organizational competitiveness was affected by product differentiation strategies, the study was based in EABL, Kenya. Fourteen (14) managers from various departments formed the target population. Data collection was by use of a semi-structured questionnaire and analysis by descriptive statistics. It was discovered that, in EABL, there has been a product process differentiation where observable product characteristics relevant to choice processes and clients' preferences are meet

Kireru, Ombui and Omwenga (2016) study investigated competitive advantage achievement in commercial banks was influenced by product differentiation, their

research was based in Equity Bank Limited. The target population was 200 supervisor staff who work at Nairobi Equity Headquarter. A sample size of 100 participants were selected by stratified sampling and data obtained using a semi structured questionnaire. It was discovered that in the bank, there has been a product process differentiation where observable product characteristics relevant to choice processes and clients' preferences are meet

Gorondutse and Abdullah (2017) studied how hotels' performance is influenced by product differentiation strategy. 83 managers from Kano state's hotels too part. Information was gathered using a questionnaire and the findings revealed that performance was associated positively with environmental munificence and differentiation strategy. Performance and differentiation strategy' relationship is fully moderated by environmental munificence.

2.3.3 Business Process Reengineering and Performance

A study by Altinkemer, Chaturvedi and Kondareddy (2018) investigated how organizational performance and business process reengineering relate. The study provides some of the prescriptions and suggestions' empirical validation in the BPR 'critical success factors/pitfall' literature, through many companies' annual reports content analysis which have reported reengineering projects that have been successful. The findings suggested that most organizations not only implemented BPR but as among the set components of change approaches including less radical process improvement and strategic rethinking of business direction.

Olajide, Lawal and Alaka (2019) study examined how performance of Lagos State's selected hospitals was affected by business process re-engineering. A survey research design was employed. One public and one private hospital were selected as the target population (Badagry General Hospital and Subol Hospital Limited). The hospitals were selected purposively because of their span of service team, more staff members and obtaining sufficient data since they had served for long in health sector. Correlation analysis deployed in analysis and based on the results, operational effectiveness and business process renovation positively correlated.

In Nairobi County, Muema and Gladys (2019) examined the effects of business process re-engineering on the real estate projects' performance. Descriptive research design was used. The study targeted 68 real estate project managers/developers. Data was obtained by census of the 68 project managers using a questionnaire. It was discovered that project performance, processes, technology, people and strategies related positively and significantly.

2.4 Reviewed Literature Summary and Research Gaps

Table 2.1: Reviewed Literature Summary and Research Gaps

Name	Study Title	Results	Research gap	Current study focus
Kamau and Wanyoike (2019)	Influence of corporate culture on organizational performance	To Mayfair Casino's organizational performance, effectiveness, productiveness and satisfaction are crucial	The study was a case of Mayfair Casino	The study was a case of SACCOs in Kirinyaga County
Shahzad <i>et al.</i> (2015)	How organizational performance is impacted by corporate culture	Performance towards achieving the organizations' overall goals can be increased if there is employee commitment and with similar values and norms as per the organization	Secondary data was used	Primary data was used
Maina (2016)	How performance is influenced by organizational culture	How things were done was determined by commercial banks' organization culture.	Commercial banks were focused on	The focus is on SACCOs
Maina and Kagiri (2016)	How organizational competitiveness is affected by product differentiation strategies	In EABL, there has been a product process differentiation where observable product characteristics relevant to	The study concentrated on competitiveness of EABL	The study concentrated on performance of SACCOs

		choice processes and clients' preferences are meet		
Kireru <i>et al.</i> (2016)	How competitive advantage achievement in commercial banks was influenced by product differentiation	A statistically significant relationship was established between product differentiation and performance	A cross-sectional research design was used	Descriptive research design utilized
Gorondutse and Abdullah (2017)	How performance of hotels is influenced by product differentiation strategy	Performance and differentiation strategy' relationship is fully moderated by environmental munificence	It was based on Hotel industry	Based on SACCO industry
Altinkemer <i>et al.</i> (2018)	How organizational performance and business process reengineering relate	Most organizations not only implemented BPR but as among the set components of change approaches including less radical process improvement and strategic rethinking of business direction	Secondary data used	Primary data utilized
Olajide <i>et al.</i> (2019)	How performance is affected by business process re-engineering	Operational effectiveness and business process renovation positively correlated	The respondents were selected purposively	The respondents were selected using stratified sampling method
Muema and Gladys (2019)	Business process re-engineering' effects on the performance	Project performance, processes, technology, people and strategies related positively and	The study focused on project performance	The study focused on organizational performance

		significantly		
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Source: Researcher (2021)

2.4 Conceptual Framework

Independent Variables

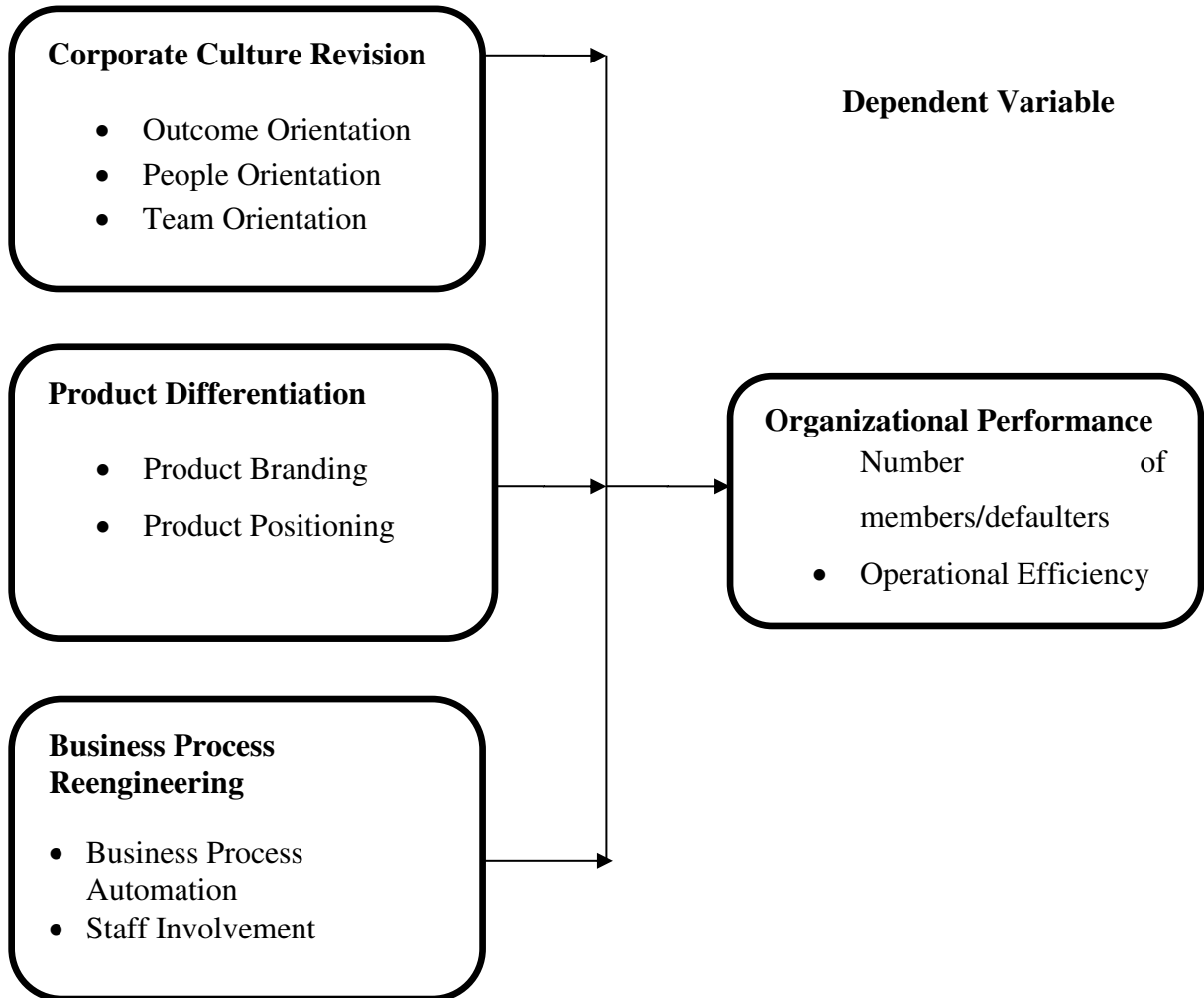


Figure 2.1: Conceptual Framework

Source: Researcher (2021)

From the framework, the independent variables of the study will include; corporate culture revision, product differentiation and business process reengineering and the dependent variable was organizational performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The section outlines an overview of the research design, methodology and analytical techniques employed in the field of practice. The purpose is to use the best approach to achieve the research goals. The methodology includes the configuration of the research instrument, population, methods of sampling, methods of collecting data, data processing and research instrument validity and reliability

3.2 Research Design

This is the strategy, structure and plan of investigating adopted to help in obtaining responses to control variance and research questions (Kerlinger, 2007). A descriptive survey was utilized. The design is appropriate for a study seeking to describe certain group characteristics, make an estimation of the individuals proportion of certain features characteristics and predict (Churchill, 1991). Based on Orodho (2005) descriptive survey has been recommended because of its use in exploratory and preliminary researches allowing scholars to collect information and make a summary, do data presentation and interpretation for clarification purposes. Gay (1992) agrees that surveys are self-report studies requiring quantified data collection from the sample. According to Mugenda and Mugenda (1999), they are help to describe, explain or explore two or more variables' existing status.

3.3 Target Population

This is considered as the population to which the study results can be generalized by the researcher (Orodho, 2005). Three SACCOs that have rebranded in Kirinyaga County was

the population of interest. The target population was the 172,222 ordinary members and 33 managers.

Table 3.1: Target Population Distribution

SACCO	Registered clients	Managers
FORTUNE	77,822	13
OLLIN	11,840	4
BINGWA	82,560	16
Total	172,222	33

Source: County Co-operatives Officer (2016)

3.4 Sample Size and Sampling Design

Orodho (2003) describes sampling as selecting given subjects quantity as a representative from a determined population. According to Sekaran and Bougie (2011), the techniques choose subjects from every subset randomly after first dividing the population into non overlapping subsets that are meaningful. The reason for stratification is to make sure there is subgroup sample inclusion. Nassiuma (2000) provides a formula to calculate sample.

$$n = \frac{NC^2}{C^2 + (N - 1)e^2}$$

Where n = Sample size, e = error Standard margin, C = variation Coefficient ad N = Population size. A 20-30% variation coefficient and 2-5% margin error is recommended by Nassiuma (2000). The sample is wide enough in results validation being generalized for the Kirinyaga County with a guarantee of 25% variation coefficient. Because of the limitation of research funds, use of higher variation coefficients in shunning very large samples was impossible. Since the study was an ex-post facto survey in which

manipulation of independent variables is not possible thus needing relatively higher margin of error, 5% margin error was used. However, the entire population was studied because the managers' population was small. In respondents' selection simple random sampling method was utilized and in respondents' sampling stratified sampling method was utilized to ensure that all the cases were well represented.

Table 3.2: Sample Size Distribution

SACCO	Registered customers	Sample frequency	Managers frequency	Sample frequency
FORTUNE	77,822	25	13	13
OLLIN	11,840	24	4	4
BINGWA	82,560	25	16	16
Total	172,222	74	33	33

Source: Author (2021)

3.5 Data Collection Instrument

A questionnaire was used for data collection. The questionnaires consist of five sections. Section (A) covering participants' demographic data, B covering corporate culture revision. Part (C) obtained data on product differentiation, D covered business process reengineering and part (E) covering organizational performance. A 5-point likert scale was followed by the questionnaire allowing participants to indicate their agreement levels on items in the questionnaire.

3.6 Pilot Study

According to Orodho (2005), it is a test that involves a small respondent number to help the scholar determine whether there are weaknesses, barriers or flaws in the layout of the

instrument and gives him an allowance of making crucial revisions prior to the actual study. Piloting of questionnaires was 10 participants not included in the actual exercise. The findings from the test assisted the researcher in improving the instrument.

3.6.1 Instruments Validity

Validity is the extent of measuring what is intended to by an instrument measures. It determines if the research is really measuring it expected to measure (Healy and Perry, 2000). The questionnaire was pilot tested to a selected sample of 1%, the procedure to utilized in the actual study is similar to one used in questionnaire pretesting. This enabled the researcher to reveal unanticipated problems with the questionnaire such as ambiguity. The one percent used in the pretesting used in the pretesting was not used in the main study. Apart from the pilot testing to observe any discrepancies, validity was further assessed by ensuring that items relate to all the stated research questions. The instrument was also scrutinized by the subject experts especially the supervisors.

3.6.2 Instruments Reliability

Zikmund (1997) defines it as the extent to which measurements are random error free hence yielding results that are consistent. A measure's reliability is the consistency and stability indication with which a tool is able to measure the concept and helps in assessing the measure's goodness (Sekaran, 2003). To test for reliability, the study was employed the Cronbach Coefficient Alpha test. Determination of data's internal consistency was done through correlation of scores obtained after repeated testing. When the absolute value is equal to greater than 0.7, the coefficient is high otherwise it is low. Item consistency is high when the correlation is high resulting from a high coefficient. Table 3.3. displays the reliability test results

Table 3.3: Reliability Test Results

Variable	Cronbach alpha coefficient	Remarks
Corporate Culture Revision	0.802	Reliable
Product Differentiation	0.769	Reliable
Business Process Reengineering	0.799	Reliable
Performance of organization	0.811	Reliable
Total	0.795	Reliable

Source: Pilot Study (2021)

Table 3.3 results indicate that the alpha coefficient value for each variable was above 0.7 as evidenced by customer loyalty at 0.802, customer satisfaction at 0.769, corporate identity at 0.799 and organizational performance at 0.811. The overall Cronbach coefficient value was 0.795 which assured that the questionnaire items were reliable.

3.7 Procedures for Collection of Data

Permission for data collection from the organization was sought from the SACCOs management. The questionnaires were administered by the researcher personally and participants given time (2 weeks) to give their responses. Visits to the participants were made by the researcher with the purpose of reminding them why they should fill the questionnaires, this ensured that the response rate is high.

3.8 Analysis and Presentation of Data

In analyzing data, descriptive as well as inferential statistics were used. For descriptive statistics, standard deviation, mean and distribution frequency were used. For inferential statistics and linear regression data analysis were conducted for testing the dependent and independent variables' causality. Before analysis, coding of the collected data was carried out and entered into SPSS for dataset creation

Further, the study conducted inferential statistical involving correlation and regression analysis.

The regression equation was: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$

Y = Organizational Performance

X_1 = Corporate Culture Revision

X_2 = Product Differentiation

X_3 = Business Process Reengineering

β_1, β_2 and β_3 are coefficients of determination

ϵ is the error term.

3.9 Ethical Consideration

Contemporary social research requires that the researcher should not infringe on the rights of the research participants while conducting research. The researcher got approval from Graduate School Board, Kenyatta University, after which proceeded to seek research approval from the NACOSTI. Consequently, the participants participated voluntarily. The participants were informed fully on the research related risks and

procedures. The researcher ensured that the participants were not at risk or harm during the study. Confidentiality of the obtained information was assured

CHAPTER FOUR: FINDINGS AND DISCUSSION

4.1 Introduction

The study findings are presented in this section. It covers the rate of response, participants' background details, inferential and descriptive analysis.

4.2 Rate of Response

The study sample size was 107 participants comprising of 74 customers and 33 managers which was given questionnaire. Table 4.1. displays their response rate

Table 4.1: Rate of Response

Category Return	Respondents Sampled	Respondents who participated	Achieved Rate (%)
Managers	33 93.9	31	
Customers	74 89.2	66	
Total	107 90.7	97	

Field data (2021)

Table 4.1 illustrates the rate of response of 93.9% for managers and 89.2% for customers.

The overall response rate was 90.7% in which the researcher determined as suitable and adequate in carrying on with analysis of data as recommended by Fincham (2016), who cites that, for outcomes generalization to the target population a 75% and above response rate is adequate.

4.3 Respondents' Bio Data

On respondents' bio data, information on work experience, education level and gender was sought by the study.

4.3.1 Participants' Gender

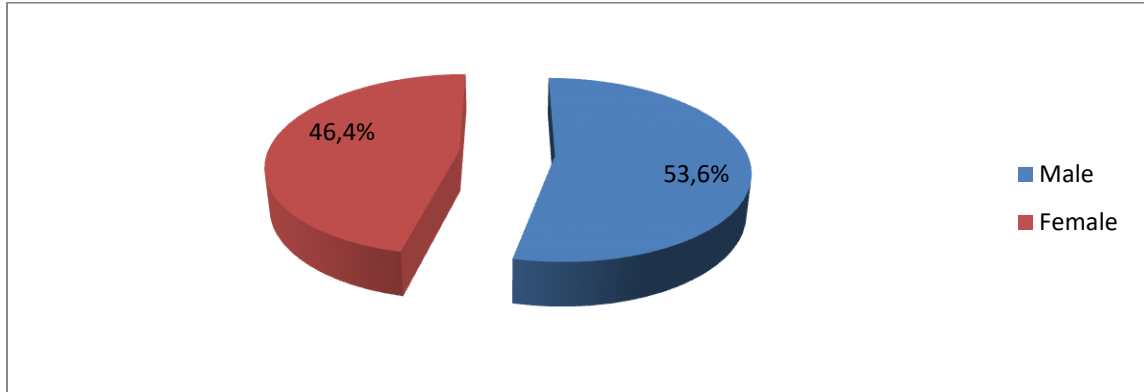


Figure 4.1: Participants' Gender

Field data (2021)

Based Figure 4.1, 53.6% was accounted by male participants while 46.4% was accounted for by female participants. The results show that gender equality existed among all categories of participants, meaning that the study did not suffer gender biasness.

4.3.2 Participants' Education Level

Table 4.2: Participants' Education Level

Level of Education	Frequency	%
Diploma	20	20.6
Post Graduate Diploma	12	12.4
Bachelor's Degree	40	41.2
Master's Degree	25	25.8
Total	97	100

Source: Research Data (2021)

From Table 4.2, a degree education level had been attained by majority (41.2%), 20.6% had diploma, 25.8% had master's degree and those who had post graduate diploma

accounted for 12.4%. The participants' education level was important to the study since in making a company a success, an individual's higher education level is important as one has the required skills and knowledge in meeting business's changing needs.

4.3.3 Work Experience of Participants

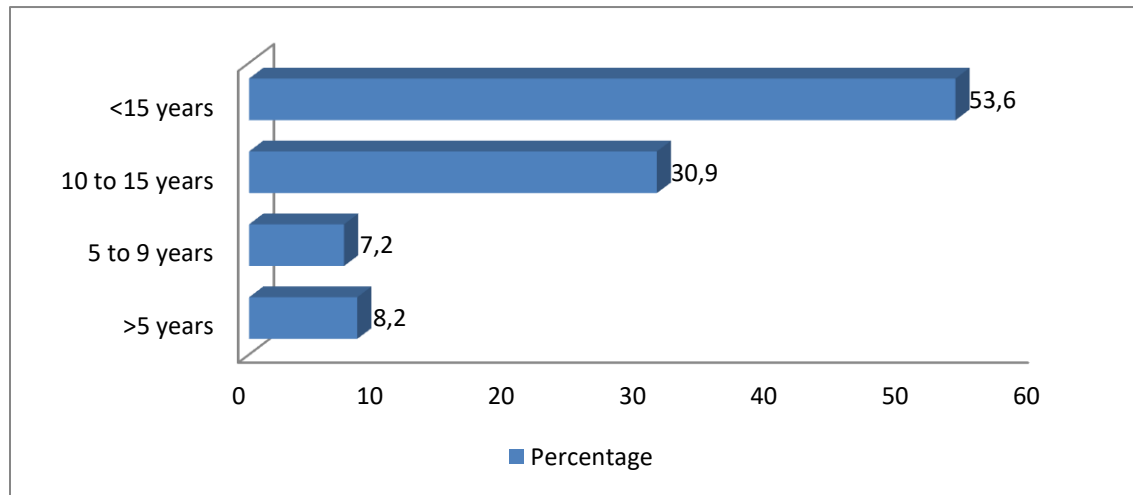


Figure 4.2: Participants' Work Experience

Research Data (2021)

Figure 4.2 illustrates that participants who had been working for more than 15 years accounted majority at 53.6%, 30.9% had worked for 10 to 15 years, 7.2% for 5 to 9 years, 8.2% for < 5 years. Obtaining the experience of the respondents was important as it enables an individual have a different perspective relating to the performance of the organization.

4.4 Results of Descriptive Analysis

In presenting quantitative data, descriptive statistics like standard deviation and mean were used with SPSS version 17.0. Specific study variables were the basis of descriptive statistics' findings and presentation done as below:

4.4.1 Corporate Culture Revision

The study sought to establish how performance of Kirinyaga County SACCOs is influenced by corporate culture revision. Table 4.3 demonstrates the findings

Table 4.3: Corporate Culture Revision

Statement	M	SD
Management defines desired outcomes beforehand	4.13	0.87
Management pays attention and emphasizes achievement and results	4.27	0.73
Management insists on fairness, tolerance and respect for individuals	4.56	0.44
Employees collaborate to achieve a common goal	3.98	1.02
Management fosters a positive working environment	4.63	0.37
Aggregate score of mean and standard deviation	4.34	0.66

Source: Research Data (2021)

From Table 4.3 participants were in strong agreement that performance of Kirinyaga County SACCOs is influenced by corporate culture revision as indicated by 0.66 standard deviation and 4.34 aggregate mean score. This finding agrees with Kamau and Wanyoike (2019) study findings that investigated how organizational performance is influenced by corporate culture and concluded that organizational performance and corporate culture had a strong positive correlation.

The respondents strongly agreed that management fosters a positive working environment (M=4.63, SD=0.37) and that management insists on fairness, tolerance and respect for individuals (SD=0.44, M=4.56). The results agree with a research by Lee and

Yu (2014) study that assessed the influence of corporate culture on organizational performance and discovered that performance and a number of organizational processes were impacted by culture.

The respondents agreed that management pays attention and emphasizes achievement and results (M=4.27, SD=0.73), management defines desired outcomes beforehand (M=4.13, SD=0.87) and that employees collaborate to achieve a common goal (M=3.98, SD=1.02). This finding concurs with Rashid, Sambasivan and Johari (2018) study that investigated how performance is influenced by organizational commitment and corporate culture and established that organizational commitment and corporate culture significantly correlated. The companies' performance was influenced by both organizational commitment and corporate culture.

4.4.2 Product Differentiation

The study aimed at establishing how performance of Kirinyaga County SACCOs is influenced product differentiation. Table 4.4 illustrates the findings

Table 4.4: Product Differentiation

Statement	M	SD
Customers have a clear image about the nature of SACCO products and their benefits	4.05	0.95
Customers have positive perceptions of the SACCO products	4.66	0.54
Customers pay more for the SACCO products willingly	4.02	0.98
Unique experiences of the SACCO products foster customer loyalty	4.31	0.69
Aggregate score of mean and SD	4.01	0.99

Source: Research Data (2021)

In Table 4.4, results illustrate the respondents were in agreement that performance of Kirinyaga County SACCOs is influenced by product differentiation as indicated by 0.99 SD and 4.01 as the aggregate mean. This finding concurs with Adimo (2018) who did a study in Sameer Africa Kenya limited to explore how organizational performance and product differentiation strategies related and established that organizational performance and product differentiation related positively.

The respondents strongly agreed that customers have positive perceptions of the SACCO products (M=4.66, SD=0.54) and that unique experiences of the SACCO products foster customer loyalty (SD=0.69, M=4.31). This is agrees with Maina and Kagiri (2016) study that examined how organizational competitiveness was affected by product differentiation strategies and established that competitive advantage is positively affected by product market differentiation.

The respondents agreed that customers have a clear image about the nature of SACCO products and their benefits (M=4.05, SD=0.95) and that clients pay more for the SACCO products willingly (M=4.02, SD=0.88). This concurs with Tuva (2015) study that investigated the influence of differentiation strategy on performance of Mombasa County's water bottling companies and established that firm performance and differentiation strategy positively related.

4.4.3 Business Process Reengineering

The study aimed at establishing how Kirinyaga County SACCOs' performance is influenced by business process re-engineering. The results are as below.

Table 4.5: Business Process Reengineering

Statement	M	SD
Time taken to finalize a transaction has been reduced	3.84	1.16
Investment in IT has improved efficiency in coordination of operations	3.41	1.59
Document management has been streamlined	4.41	0.59
Employees have access to enough information to perform their employees effectively	3.33	1.67
Employees are thoroughly trained to handle their tasks	3.94	1.06
Aggregate score of mean and standard devitaion	3.79	1.21

Source: Research Data (2021)

The results above show that respondents were in agreement that Kirinyaga County SACCOs' performance is influenced by business process reengineering as shown by 1.21 SD and 3.79 as the aggregate mean. This concurs with Lilian, Uzochukwu and Francisca (2015) study that investigated how organizational performance of selected automobile firms in Southeast of Nigeria is influenced by business process reengineering and found out that organizational success is influenced by custom excise duties, that employee retention is influenced by work process innovation and that employee satisfaction and process redesign positively related.

The respondents strongly agreed that a company created a consistent identity to ensure it they will be remembered and recognized (SD=0.59, M=4.41). This is in agreement with Immaculate (2017) study that examined how pharmacy and poisons board' performance in Kenya was influenced by BPR practices and discovered that most of the operations of Pharmacy and Poisons Board are automated, thus, the institution's effective performance is highly contributed by technology.

The respondents agreed that employees are thoroughly trained to handle their tasks (M=3.94, SD=0.06) and that time taken to finalize a transaction has been reduced (M=3.84, SD=1.16). The results agree with a study by Abubakar (2016) that explored how organizational performance is affected by business process reengineering and established that in tour and travel business, organizational performance and BPR relate positively.

The participants stated to a moderate extent that investment in IT has improved efficiency in coordination of operations (SD=1.59, M=3.41) and that workers access enough information to perform their employees effectively (M=3.33, SD=1.67). This is in disagreement with the findings of Nadeem and Ahmad (2016) study that investigated how performance of Pakistanian banks is impacted by BPR, the findings illustrate that BPR dimensions are valid and reliable.

4.4.4 Organizational Performance

Information on performance of savings and credit cooperative organisation in Kirinyaga County was sought. Table 4.6. has the findings

Table 4.6: Organizational Performance

Statement	M	SD
Rebranding strategies helps SACCOs to increase their market share	4.56	1.075
Rebranding strategies helps SACCOs to increase enhance the operational strategies	4.78	0.784
Aggregate score of mean and SD	4.42	0.853

Source: Research Data (2021)

Based on Table 4.6, findings show that participants were strongly in agreement that Kirinyaga County’s savings and credit cooperative organisation performance was high as indicated by 0.853 SD and 4.42 aggregate mean. Parmenter (2015) observe performance of a firm should be in terms of its share in the market it’s operating on, returns obtained after investing and profits made. Performance should also be based on both qualitative and quantitative measures. In this case therefore, it can be concluded that performance of an organization is gauged on financial terms together with the non-financial aspects.

The respondents strongly agreed that rebranding strategies helps SACCOs to increase their market share (M=4.78, SD=0.784) and that rebranding strategies helps SACCOs to increase enhance the operational strategies (M=4.56, SD=1.075). Based on olagunju & Obademi (2012), it is the extent of accomplishing a firm’s objectives. It is also how the firm resources are used in meeting its objectives and goals. Organizational performance measurement is the progress assessment process purposely to achieve pre-determined goals that include information on resources transformation efficiency into services and goals, the outcome and output quality and how effective the organizational operations are in terms of how they contribute specifically to the objectives of the organization.

4.5 Results of Inferential Analysis

Inferential statistics (correlation as well as regression analysis) was undertaken to reach conclusions about associations between variables. They results are presented as follows:

4.5.1 Correlation Analysis

Table 4.7: Correlation Analysis

	Customer loyalty	Customer satisfaction	Corporate identity	Organizational performance
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Customer loyalty	Pearson Correlation	1	.307 ^{**}	.392 ^{**}	.212 [*]
	Sig. (2-tailed)		.002	.000	.037
	N	97	97	97	97
Customer satisfaction	Pearson Correlation	.307 ^{**}	1	.452 ^{**}	.504 ^{**}
	Sig. (2-tailed)	.002		.000	.000
	N	97	97	97	97
Corporate identity	Pearson Correlation	.392 ^{**}	.452 ^{**}	1	.597 ^{**}
	Sig. (2-tailed)	.000	.000		.000
	N	97	97	97	97
Organizational performance	Pearson Correlation	.212 [*]	.504 ^{**}	.597 ^{**}	1
	Sig. (2-tailed)	.037	.000	.000	
	N	97	97	97	97

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

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

Source: Research Data (2021)

The findings show that the Pearson's r for product differentiation and Kirinyaga County's savings and credit cooperative performance correlation variables is 0.504 and vice versa, it is close to 1 with a 0.00 significant value that is < 0.05. This indicates a relationship that is strong implying that product differentiation is strongly correlated with the performance of the organization. This agrees with Githumbi (2017) study which investigated how Kirinyaga County's large rice milling factories' performance is affected by differentiation strategy and the results showed that service, product and physical differentiation positively influenced the large rice milling factories' performance.

Business process reengineering was found to be strongly related to Kirinyaga County's savings and credit cooperative performance with a Pearson's r at 0.597 meaning that performance increment in an organization is a result of an increment in business process reengineering process. The results agree with a study by Khashman (2019) that investigated how organizational performance is affected by business process reengineering and established that organizational Performance positively and significantly relates to several variables of business process reengineering.

4.5.2 Regression Analysis

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Estimate's Std. Error	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.656 ^a	.730	.712	.471	.430	23.392	3	93	.000

Source: Research Data (2021)

The 3 studied independent variables explain a factor of 0.712 of performance of SACCOs in Kirinyaga County as demonstrated by the adjusted R square meaning that a factor of 0.288 is contributed by other factors not studied here.

Table 4.9: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.589	3	5.196	23.392	.000 ^a
	Residual	20.659	93	.222		
	Total	36.247	96			

Source: Field Data (2021)

The value 0.000^a indicates a less than 0.05 significance level indicating the model's statistical significance on the dependent variable were influenced by the studied

independent variables. It further shows that the value of F tabulated is less than the calculated F value ($5.196 < 23.392$) at a significance level of 5% which confirms the model's significance.

Table 4.10: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.858	.451		3.233	.002
Corporate culture revision	0.770	.090	1.073	1.850	.001
Product differentiation	0.630	.067	5.307	3.449	.001
Business process reengineering	0.734	.101	1.487	5.299	.000

Source: Research Data (2021)

From the above regression model, holding corporate culture revision, product differentiation and business process reengineering to a constant, to Kirinyaga County's savings and credit cooperative performance would be at a factor of 0.858. It was established that a 0.770 factor increment in to Kirinyaga County's savings and credit cooperative performance results from a unit increment in corporate culture revision, a 0.630 factor increment in Kirinyaga County's savings and credit cooperative performance results from unit increase in product differentiation and a 0.734 factor increment in Kirinyaga County's savings and credit cooperative performance is due to a unit increase in business process reengineering.

The study's established regression equation was:

$$Y = 0.858 + 0.770X_1 + 0.630X_2 + 0.734X_3$$

Where Y = Performance of the organization

X_1 = Corporate culture revision

X_2 = Product differentiation

X_3 = Business process reengineering

The study revealed that Kirinyaga County's savings and credit cooperative performance and corporate culture revision related positively and significantly as illustrated by t values ($t=1.850$, <0.005). The finding agree with Kamau and Wanyoike (2019) study that investigated how organizational performance is influenced by corporate culture and concluded that organizational performance positively and strongly correlated with corporate culture.

It was established that that product differentiation positively and significantly related with Kirinyaga County's savings and credit cooperative performanceas illustrated by t values ($t=3.449$, <0.005). This agrees with the findings of Adimo (2018) study in Sameer Africa Kenya limited to explore how organizational performance and product differentiation strategies related and established that organizational performance and product differentiation related positively.

The study found that corporate identity positively and significantly related with Kirinyaga County's savings and credit cooperative performance as illustrated by t values ($t=5.299$, <0.005). This is in agreement with Abubakar (2016) study that that explored how organizational performance is affected by business process reengineering and established that in tour and travel business, organizational performance and BPR relate positively.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Summary of the findings, conclusions, recommendations as well as suggestions for further studies are presented in this section.

5.2 Summary

The study generally investigated how Kirinyaga County Savings and Credit Cooperative Organization' performance is influenced by rebranding strategies with a specific focus on how performance of Kirinyaga County SACCOs is influenced by corporate culture revision, product differentiation and business process reengineering. A descriptive survey was utilized. Three SACCOs that included Fortune, Ollin and Bingwa that had rebranded in Kirinyaga County were the population of interest. In obtaining the study sample, stratified sampling was employed. In collecting data, questionnaires were deployed and analysed using inferential analysis technique. Presentation of the study results' summary is as below:

The study sought to examine how Kirinyaga County SACCOs' performance is influenced by corporate culture revision. It was established that performance and corporate culture revision related positively and significantly. Management fosters a positive working environment, management insists on fairness, tolerance and respect for individuals, management pays attention and emphasizes achievement and results and that management defines desired outcomes beforehand.

The study aimed at establishing how performance of Kirinyaga County SACCOs is influenced product differentiation. It was established that product differentiation and

performance significantly and positively related. Customers have a clear image about the nature of SACCO products and their benefits, customers have positive perceptions of the SACCO products and that unique experiences of the SACCO products foster customer loyalty.

Information on how Kirinyaga County SACCOs' performance is influenced by business process reengineering was sought. It was discovered that business process reengineering positively and significantly related performance. A company created a consistent identity to ensure it they will be remembered and recognized, employees are thoroughly trained to handle their tasks and that time taken to finalize a transaction has been reduced.

5.3 Conclusions

The study concluded that in making sound decisions, employees' ability is supported by well-defined corporate values vision and mission. As they are moving through the process of decision making, it provides them answers to questions they may have and a framework for reference. Customer satisfaction is provided by a strong corporate culture. Similarly, revenue is also affected by corporate culture. When employees are happy with their work and organization is working in harmony, clients sense it. A strong culture and values that are well defined values are crucial in motivation creation among employees, minimize employee turnover and productivity.

The study concluded that introducing distinctive, unique features or characteristics to a product with the aim of ensuring a unique product selling proposition is product differentiation. It helps a company in achieving a competitive advantage over other firms that offer substitutes of a similar product. In a client's purchase decision-making process,

product differentiation serves as a catalyst. It acts as the deciding factor in purchase decisions and sets one product apart from the rest.

The study concluded that business process enable the organization to analyze its workflows to discover processes that are not efficient and then optimize those processes to eliminate tasks that do not offer any value. An organization can be transformed to a marketing organization structure focusing on the clients directly from a rule driven and job centred organization structure

5.4 Study Recommendations

This research recommends that, it should be demonstrated to an organization's staff that their involvement is very essential. Ensure actions of the management are not clashing with stated values. During the firm's daily operations and culture discussions, staff to be welcomed to share their opinions. Align all its functional units in supporting company culture, remind workers that their contribution to that culture is welcome through innovation and collaboration and periodically do culture audits.

The study recommended that the organization should understand the market type which it is competing with, give consideration to what their target clients want from their product which the competing products are not offering, differences in product attributes, and have direct online access of the product by customers. Create a brand image and implement its strategy by ensuring better quality. Have an idea of its expertise within the organization capable of providing a narrow differentiator to its clients.

The study recommends that the organization should first define its requirements based on a benchmark, current state, and an ideal future state. Understand what the current

performance level is based on the objective and key performance indicators or break the overall process into component parts and set up benchmarks within each one. Involve executive leadership and end users early as they offer invaluable insight into how the organization can improve the process from an on-the-ground perspective.

5.5 Further Studies Suggestions

This study aimed at investigating how Kirinyaga County Savings and Credit Cooperative Organization' performance is influenced by rebranding strategies with a specific focus on how performance of Kirinyaga County SACCOs was influenced by corporate culture revision, product differentiation and business process reengineering. Hence, the study's suggestion is that further researches should be done focusing on other strategies in rebranding that have not been examined. Further, other studies should be done focusing performance of SACCOs in other Counties in the Country.

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APPENDICES

Appendix I: Introductory Letter

JACKLINE WAIRIMU KABUI

BOX 1326-10300

KERUGOYA

E-MAIL – wairimukabui26@gmail.com

Dear Respondent,

REF: DATA COLLECTION

I am an MBA student of Kenyatta University currently undertaking a study on **REBRANDING STRATEGIES AND PERFORMANCE OF SAVINGS AND CREDIT COOPERATIVE ORGANISATION IN KIRINYAGA COUNTY, KENYA.**

I kindly request you to respond to the questionnaire attached. Information confidentiality is guaranteed and will be used only for academic purposes.

Thank you for your cooperation and participation.

Yours Faithfully,

JACKLINE WAIRIMU KABUI

REG. NO. - D53/CTY/PT/28360/2014

CELL NO. – 0710 610 775

Appendix II: Questionnaires

Fill in the required information or tick [] where appropriate or.

For questions that need your level of agreement or disagreement, use: 1 -Strongly

Disagree 2- Disagree, 3- Undecided, 4- Agree and 5- Strongly agree

Section A: Background Information

1. Gender Female [] Male []

2. Level of Education

Bachelor's Degree []

Master's Degree []

Diploma []

Post Graduate Diploma []

3. Work experience:

10- 15 yrs []

>15 Yrs []

5-9 yrs []

<5 years []

Section B: Corporate Culture Revision

To what level are you in agreement with the these statements on corporate culture revision influence on performance of savings and credit cooperative organisation in Kirinyaga County, Kenya?

Statement	1	2	3	4	5
Management defines desired outcomes beforehand					
Management pays attention and emphasizes achievement and results					
Management insists on fairness, tolerance and respect for individuals					
Employees collaborate to achieve a common goal					

Management fosters a positive working environment					
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Section C: Product Differentiation

To what extent are you in agreement with the following statements on product differentiation influence on Kirinyaga County savings and credit cooperative organisation performance?

Statement	1	2	3	4	5
Customers have a clear image about the nature of SACCO products and their benefits					
Customers have positive perceptions of the SACCO products					
Customers are willing to pay more for the SACCO products					
Unique experiences of the SACCO products foster customer loyalty					

Section D: Business Process Reengineering

To what extent are you in agreement with the following statements on business process reengineering influence on performance of savings and credit cooperative organisation in Kirinyaga County, Kenya?

Statement	1	2	3	4	5
Time taken to finalize a transaction has been reduced					
Investment in IT has improved efficiency in coordination of operations					
Document management has been streamlined					
Employees have access to enough information to perform their employees effectively					
Employees are thoroughly trained to handle their tasks					

Section E: Organizational Performance

To what extent are you in agreement with the following statements on performance of savings and credit cooperative organisation in Kirinyaga County, Kenya?

Statement	1	2	3	4	5
Rebranding strategies helps SACCOs to increase their market share					
Rebranding strategies helps SACCOs to increase enhance the operational strategies					

Appendix III: Research Project Proposal Approval Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean_graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 1st April, 2021

TO: Kabui Jackline Wairimu
C/o Business Administration Dept.

REF: D53/CTY/PT/28360/2014

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 31st March, 2021 approved your Research Project Proposal for the MBA Degree Entitled, "Rebranding Strategies and Performance of Savings and Credit Cooperative Organizations in Kirinyaga County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you


JACKSON LUVUSI
FOR: DEAN, GRADUATE SCHOOL



c.c. Chairman, Business Administration Department.

Supervisors:

1. Dr. Samuel Maina
C/o Department of Business Administration
Kenyatta University

JL/m

Appendix IV: Research Permit from NACOSTI

 <p style="text-align: center;">REPUBLIC OF KENYA National Commission for Science, Technology and Innovation</p> <p>Ref No: 790516</p> <p style="text-align: center;">RESEARCH LICENSE</p>  <p>This is to Certify that Dr. JACRINE WAIRIMU KABUI of Kenyatta University, has been licensed to conduct research in Kirinyaga on the topic: <u>REHLANDING STRATEGIES AND PERFORMANCE OF SAVINGS AND CREDIT COOPERATIVE ORGANISATION IN KIRINYAGA COUNTY, KENYA</u> for the period ending : <u>09/April/2021</u>.</p> <p style="text-align: center;">License No: NACOSTI/P/21/9879</p> <p style="text-align: center;">Applicant Identification Number 790516</p> <p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	 <p style="text-align: center;">NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p> <p style="text-align: right;">Date of Issue: 09/April/2021</p> <p style="text-align: center;">Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p> <p style="text-align: center;">Verification QR Code</p> 
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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
5. The License does not give authority to transfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one year of completion of the research
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice

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