

**RE-BRANDING AND ORGANIZATIONAL PERFORMANCE AT THE  
PUBLIC PROCUREMENT AND REGULATORY AUTHORITY (PPRA),  
KENYA**

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**SEPTEMBER, 2024**

## **DECLARATION**

This is my own original work that hasn't been submitted to a university for review.

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## **DEDICATION**

I dedicate this work to my family who encouraged me through this journey as they have been a source of inspiration. I thank them for their continuous support, encouragement, and moral support.

## **ACKNOWLEDGEMENT**

I give glory to God almighty for his grace has been enough to lead me in this process of preparing this report. To my supervisor Dr. Jane Njoroge, I sincerely appreciate your supervision, time, and patience in the process.

Thank you.

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## ACRONYMS AND ABBREVIATIONS

<b>AM</b>	Average Mean
<b>ASD</b>	Average Standard Deviation
<b>BI:</b>	Brand Image
<b>CB:</b>	Corporate Brand
<b>CI:</b>	Corporate Image
<b>Cl:</b>	Customer Loyalty
<b>CR</b>	Correlation
<b>CS:</b>	Customer Switching
<b>DV:</b>	Dependent Variable
<b>EACC:</b>	Ethics and Anti-Corruption Commission
<b>HPO:</b>	High-Performance Organization
<b>IV:</b>	Independent Variable
<b>ODPP:</b>	Office of the Director of Public Prosecution.
<b>OP:</b>	Organization Performance
<b>PLCM:</b>	Product Life Cycle Model
<b>PPDA:</b>	Public Procurement and Disposal Act 2015
<b>PPOA:</b>	Public Procurement Oversight Authority
<b>PPRA:</b>	Public Procurement Regulatory Authority
<b>QD:</b>	Quantitative Data
<b>QS</b>	Quality Service

<b>R<sup>2</sup></b>	R Square
<b>ROI:</b>	Return on Investment
<b>SD</b>	Standard Deviation
<b>SPSS:</b>	Statistical Software for Social Sciences

## OPERATIONAL DEFINITION OF TERMS

**Corporate image** refers to the overall perception of people about the company (Wang, 2010). In this study, corporate image was operationalized using brand loyalty and employee perception

**Customer switching** refers to when customers swap a product or service for an alternative due to consistent factors like prices and quality (Ofori, 2016). In this study customer switching was operationalized using product preference and problem resolution time.

**Formulating policies** is a mechanism for how problems are identified and a formula of how to handle those problems is put in place in form of guidelines.

**Globalization** is how trade and technology have made the world a more connected and interdependent place.

**Human capital** is the knowledge and skills gained by personnel for them to optimize their production.

**Organizational Culture** is how an organization runs its day-to-day affairs which is the norm for the employees of that organization. It is how they handle their day-to-day affairs which forms a pattern.

**Organizational performance** is a benchmark for assessing organizations' activities and their surroundings (Cameron & Whetten, 2013). In this study organizational performance was operationalized using customer satisfaction, quick service delivery and citizen relation.

**Organizational performance** is how an organization carries out its day-to-day work to reach its goals and optimize results.

**Public Finance** is government revenue collected which is used for governmental expenditure after collection of revenue.

**Public Procurement-** is where a government and state-owned enterprise set aside a budget for the purchase of goods and services for its consumption.

**Public Sector** –all government organizations and their employees who offer governmental services.

**Quality service** refers to the ability of the service provider to consistently meet customer expectation (Samule et al., 2020). In this study, quality service was operationalized using the number of clients served in a day and reduction on the backlog of customer cases

**Rate of Return on Investment** this is the profit earned after an investment has been made.

## 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. 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 of Kenya has not been left behind and would want to restore the confidence in its service delivery, by coming up with ways of providing better services and service delivery to its citizens. The government over a long time has had a distorted image in the way it performed. The study examined re-branding about organizational performance of the Kenyan Public Procurement Regulator (and to understand its challenges. Re-branding is an important strategy that can improve the image of an organization and build confidence in both the internal and external stakeholders by changing their attitude and way of doing things. The Kenyan Procurement Regulator is endowed with regulating public procurement by use of procurement law with a view of improving governance, management, transparency, accountability, and quality service to the general public, to ensure fair distribution of public tenders. However, there have been several concerns raised regarding how efficient and effective the staff who work for the Authority, Kenya performs. The study sought to examine re-branding and organizational performance using the procurement regulator which is (PPRA) Kenya. A case study research design was employed. The target population was 126 employees of PPRA. The purposive sampling technique was utilized where a sample of 4 Directors, 6 Deputy Directors, 20 officers PPRA Kenya employees, and 15 external customers were chosen. Primary testing was used to check the dependability of the tools that were used. Customer switching, corporate image, and quality service explained 61.1% of performance of PPRA. The study found that quality of service ( $\beta=0.369$ ,  $p=0.007<0.05$ ) and corporate image have a statistically positive relationship with the performance at PPRA ( $\beta=0.432$ ,  $p=0.003<0.05$ ) The study also found that customer switching has a statistically negative relationship with the performance of the organization ( $\beta=-0.267$ ,  $p=0.044<0.05$ ). A conclusion is made that as the quality of service and corporate image improves the performance of the organization. The study also concludes that as customer switching increases, the performance of the organization is negatively affected. The study recommends that PPRA should do regular evaluations of the quality of service to enable it to make improvements. Customers also should be involved in rebranding to enable them to own and support the brand. Customer reviews should also be done regularly to better understand their needs and meet them effectively. Further research on other factors that might be influencing the performance of PPRA, in particular, policies should be done.

# CHAPTER ONE

## INTRODUCTION

### **Introduction**

This chapter outlines the background of the study, statement of the research problem, objectives, research questions, significance of the study, study scope and limitations encountered during the study.

### **1.1 Background of the study**

In governments re-branding is crucial and necessary. Strong brands can be used to increase growth and bring about changes in the way people perceive an organization, this can bring about trust and loyalty when the service or good is of high quality. These strong brands also bring about positive feedback and create satisfaction. Re-branding can enable a litter or unknown good or service to be recognized widely after the re-branding process is carried out correctly. To keep up with the fierce change in technology, emerging trends, and desire for top-quality service delivery which can be achieved by a click of a button. De-cheratomy (2014) observes that there is a demand for high-quality services daily by both public and private institutions and this has opened a door to new technology in handling re-branding strategies. Hatch and Shultz (2016) indicated that with the creation of new financial and non-financial institutions they have come up with reinvention and re-branding techniques.

Re-branding can be explained as a positive effect of bringing about changes to a brand which positively changes a consumer's attitude, perception, and behavior this was defined by Anil et al. (2012) that elaborated more on re-branding and Organizational Performance.

Public re-branding is a governance strategy in government and brands can be used to enhance tourism, corporate brand tourists, and its customers, Erick et al. (2021) indicated that re-branding is a strategy that can support the public service build a big, better and strong image which could boost up the confidence of the employees to provide better goods and services to its internal and external stakeholders. Re-branding is a key factor that can be used to produce better service and goods thus convincing the general public that the service that was previously bad or obsolete in government can be revamped to bring better positive results and image.

Re-branding can be used to enhance and publicize processes in public entities, and policy strategy implementation (Eshuis et al., 2012). Organizations need to re-organize their services and goods from time to time to be in touch with their customers who always prefer change. Re-strategizing brands does not only change consumer preference but also includes adopting new technologies, introducing a new service, and influencing the way of delivering those services and goods to the people. The reason why re-branding is done is because services can become monotonous, negative publicity which occurs a lot in government or when an image becomes obsolete. Globalization has brought about new changes in the way day-to-day work is done in organizations, as one can request goods from one county to another in a short period.

### **1.1.1 Organizational Performance**

According to an article by Mavroudi et al. (2023), organizational performance entails the ability of an organization 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 factor is operational performance, which is concerned with organizational resources and ways to enhance business processes; the third is human capital performance, which is concerned with organizational culture and how to retain, engage, and develop personnel.

Organization performance can be measured differently for an individual, as a group, and in an organization, this was defined by Knies et al. (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.

### **1.1.2 Re-branding**

Before you go about the re-branding process you need to ask yourself as an organization why you need to re-brand. Some of the reasons may be due to negative publicity, re-positioning the organization to connect with both internal and external stakeholders on an emotional level, and to suit a new political regime that does not

understand the organization's mandate vis a vis the importance of its role in the new government.

According to Jesse et al. (2021) the re-branding process requires a critical analysis for its successful execution of a re-branding strategy in 2020, involving American brands transpired the Nordics which led multiple brands in the food industry had to embrace re-branding which brought about an expeditious re-branding process. Due to its complicated process, it brought about multiple questions about how the re-branding strategy would be important to a business model.

Julie (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 (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.

### **1.1.3 PPRA-The Procurement Regulatory Authority.**

Public procurement forms a critical facet of Kenya's financial management system. This system has undergone reforms to 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 1<sup>st</sup> 2007, and oversaw the gazettelement 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 assigned to PPRA.

### **1.2 Statement of the Problem**

The introduction of the Public Procurement and Disposal Act (PPDA) of 2005 and the Procurement Regulations of 2006 established PPOA as a government entity responsible for overseeing public procurement activities in public entities. However, in 2015, this Act was amended through the PPADA Act 2015, which established PPRA. This set the stage for transforming PPOA into PPRA as a regulatory body on procurement functions in the public sector. This has since necessitated the re-branding of PPOA to PPRA because the procurement law changed, the name of the

organization changed, and a new role of being a procurement regulatory body, which made stakeholders clearly understand the new role that came in line with the change in the law.

In January 2016, (the Authority) decided to embark on the re-branding strategy because it also noted that it did not do very well in terms of operational performance, and its customers were losing confidence in how public procurement was being handled. There were also no clear boundaries between the Regulatory Authority and other public entities that provided similar services in public procurement, like the EACC and ODPP.

Other concerns have come up. For instance, on many occasions, some customers have registered complaints about the organization's performance and how they are treated by PPRA (the Authority) staff; they feel mishandled and neglected, thus feeling that their complaints are not given first-hand treatment. Internally, there are numerous complaints from staff on the amount of work assigned, and this has played a negative role on the organization's day-to-day performance since a go slow has been detected and hence a lot of backlogs which adversely affect the organization's performance.

An increase in workload and no financial increment has been noted, and this has resulted in inefficiencies in some functional processes; customers have filed complaints in areas like delayed service delivery, slow complaint handling mechanism, and low uptake of training offered by PPRA. This has created a negative image of the organization and how it performs its functions.

The organizational gaps in re-branding research are indicated as insufficient empirical studies in re-branding, lack of incorporation of major concepts in service

delivery about re-branding, and not-so-clear results of re-branding. Re-branding researchers have used a minimal conceptual approach, which has no theoretical support to explain this phenomenon and thus lacks a clear empirical study that relates to re-branding this is by (Tevi, 2013). Makena (2014) researched re-branding, and her study presented a conceptual gap. Based on this backdrop, the study sought to fill these research gaps by establishing re-branding and organizational performance at the Authority.

### **1.3 The Purpose of the Study**

The study was to establish the effect of re-branding on organizational performance at the Public Procurement Regulatory Authority (PPRA), Kenya.

#### **1.3.1 Research Objectives**

The study sought answers to the following questions;

1. The effect of quality service on re-branding and organizational performance at (PPRA) in Kenya.
2. The effect of corporate image (CI) on re-branding and (OP) at the Authority in Kenya.
3. The effect of customer switching on re-branding and (OP) at (PPRA) in Kenya.

#### **1.3.2 Research questions**

1. What would be the effect of quality service on re-branding and organizational performance at the Authority in Kenya?
2. What is the effect of corporate image on re-branding and organizational performance at (PPRA) in Kenya?

3. What is the effect of customer switching on rebranding and organizational performance at the Authority in Kenya?

#### **1.4 Justification and Significance of the Study**

To determine the best re-branding strategies that can be applied to improve organizational performance at PPRA, Kenya which provides an imprint that can be followed to implement a successful re-branding exercise. In addition, have a theoretical significance.

The study came up with new ways of re-branding that can enhance PPRA operations and come up with strategies that can be used provide better services to the public. Immense knowledge of how to run publicly owned entities realized and may equip management with more knowledge. The knowledge is useful in coming up with new re-branding policies in the government sector and PPRA, Kenya, and assists in strengthening the laid down policies in the procurement sector.

To further research in re-branding which may help other Regulatory authorities benefit from the study by formulating new re-branding policies and regulations that are meant to improve their organization performance (OP)

#### **1.5 Scope of the Study**

The study examined re-branding and organizational performance at the Public Procurement Regulatory Authority, Kenya. The units of analysis were employees of the authority, Kenya carried out in 2023.

#### **1.6 Limitations of the study**

Case studies are seen as not bringing out the true picture of a study and are too restrictive since they focus on only one organization. It is hard to correlate some

occurrences since analyzing such kinds of cases can be difficult even when they have the same data and this can cause research bias. Some of the employees were reluctant to give out some information for fear of rebuke from the organization. However, this challenge was mitigated by assuring the respondents that the information gathered were to be used for academic purposes only.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

It outlines a relationship between re-branding and the organizational performance of the authority. The chapter builds a theoretical footing that is proposal-based. A review of the present-day literature founded on the explicit objectives of the study helped to comprehend gaps. A conceptual framework was established to outline the correlation between re-branding & organizational performance.

#### **2.2 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 Asikhia and Ngozi-Nneji (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 accomplish 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 and Evans (2020) the obtainability of reasonably priced 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.

### **2.3 Quality Service and Organizational Performance**

Samule et al. (2020) indicated that quality service, customer satisfaction, and brand loyalty affect the number of clients one serves. When the quality of the service is high it corresponds precisely with a rise in brand loyalty which brings about an increase in the number of clients. Academic scholars have begun to concentrate on quality in recent years.

Nunchasiri and Udorn (2015) studied re-branding in the service context and its effects on the strength of relationships. The study empirically examined the effects of core elements of re-branding incorporating looking at the service context about finances and telecommunication aspect which showed that there is a similarity between new and old brands, a change in employees' behavior & attitudes in brand relationships.

The results indicate that one path perceived connection of old & new and modification of brand relationship and their quality. The study brings about knowledge when using the rebranding strategy, an organization should focus on its employees and their service quality by creating a change that is positive to the customers' mind to ensure an increase in the brand relationship quality.

Makena (2014) studied rebranding strategy and Performance in Meru with a focus on savings as well as Credit cooperatives. The study addressed Sacco's that were branded and those that were not branded 75% was done by Stratified random sampling and divided into seven areas and this was based on their location. Sacco's from all areas within Meru County were conducted and this gave the study an all-inclusive research study. The evaluation was carried out based on customer satisfaction, membership, and corporate identity to check on the effects of re-

branding. The results were obtained from Sacco's where rebranding for different reasons was done to improve service delivery, competitiveness, and the relevance of Sacco's existence. Enhanced membership retention increased, and shareholding and savings also increased due to branding which had a very positive effect.

#### **2.4 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. 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 effect on brand equity and also showed there was no effect on brand equity the study also showed that brand equity had a positive impact on a customer's choice.

According to Kariuki (2015) studied the influence of IT on OP, showed that the embrace of IT had an effect 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.

## **2.5 Customer switching and organizational performance**

Customer switching is when customers swap a product or service for an alternative due to consistent factors like prices and quality. This behavior is embraced to maximize retention. Brand loyalty can be seen as the result of customer switching behavior.

Ofori (2016) did a study on rebuilding the Catholic brand in America conducted a study on Employee's Perceptions of Re-branding. Re-branding can be considered the most practical solution for invigorating tired and underachieving brands. Re-branding necessitates leadership to promote the new brand vision to both internal and external stakeholders. Employee lack of enthusiasm might lead to the failure of the rebranding campaign.

This branding is critical for optimal achievement of strategies in rebranding. This research looks at an Australian supermarket chain where works opinions of re-branding were evaluated. Interviews were carried out on a newly re-branded organization in a chain of supermarkets within Australia. Case analyses were carried out and data was interpreted to identify re-branding effects, results indicated that branding is an important tool in promoting strategies of rebranding by engaging employees to understand if they are connected to new brands and if they are likely to advocate those brands to customers, the results had implications to marketing managers & customers found it hard to switch products from one brand to another or firm to firm.

Makasi et al. (2014) conducted a study on re-branding & how it affects consumers' emotions & views, and the case in point was that of a Zimbabwean Bank. A research

approach including interviews and questionnaires was utilized to collect data from a sample size of 30 consumers, who were customer representatives, and five staff members of a recently rebranded bank. The results indicated a significant boost in customer engagement with the bank following its rebranding, with values of 1.08 and 0.277. The study concluded that rebranding has a favorable effect on consumers' views, can serve as a marketing technique to achieve a competitive edge, and influences the financial performance of a firm.

According to a study carried out by Joseph et al. (2014) on consumer switching behavior in the telephone industry in Kenya in regards to switching the study showed that more than 50% of the respondents switched from their current preferred service provider as they indicated the reasons for switching as frequent dropped calls billings that were not transparent, tariffs that were expensive and customers that could not be reached. It was established that service providers can retain their customers who are less satisfied by offering innovative services that are about the performance of a company or organization i.e. Safaricom's good M-pesa services retained a lot of customers who saw the need not to switch to another service provider.

## **2.6 Theoretical Review**

The section introduces theories that supported the study. A good study should be grounded on a theory. A theory is a set of claims that elucidate occurrences and are substantiated by evidence. Theories explain something that has happened. A researcher should be able to understand the theories applicable in the jurisdiction of the study (Kombo & Tromp, 2009; Smyth, 2004). Aguilar (2009) avers that a theoretical framework assists a researcher in identifying the variables to measure and the statistical relationships to examine in the context of the research problems. Theoretical literature aids in identifying the independent and dependent variables by

offering a general framework for data analysis, which facilitates the selection of a suitable research design.

The theories that were reviewed and informed the study are the product life cycle theory and goal setting theory.

### **2.6.1 Product Life Cycle Theory**

The product life cycle theory was put forth by Raymond Vernon in 1966 (Hui & Folan, 2011). According to the theory, there are four distinct stages of a product which are the introduction of the product, the growth of the product, and finally the maturity and decline of the same product. Time taken in each stage varies from product to product and in different companies which have different ways of transitioning from one stage to another. The product life cycle model (PLCM) represents the duration from a product's introduction to consumers in the market till its removal from shelves.

Study on product life cycle evolution by Hui and Folan (2011) tries to explain the importance of each (PLCM) which historically was presented in the literature and tries to categorize them into two categories which is the long-established marketing (PLCM) and the emergent engineering product life cycle model, product life cycles enables an organization know when it is approaching a phase where it needs to be revamped and revitalized to introduce re-branding and improve an organizations performance.

When a phase in the product life cycles is identified at PPRA in good time it will enable the management of the organization to know when they need to make a move and improve in order not to lose their stakeholders' loyalty or slow down on offering

quality service this will also bring about new strategies that will improve organization performance.

### **2.6.2 Goal Setting Theory**

Locke and Latham (1990) proposed a goal setting theory that stipulates OP can be affected by setting goals through strategic tasks, persistent direction, and a lot of effort and those specific measurable goals that have a solid 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 establishing challenging and precise objectives. 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.

### **2.7 Research gaps**

A systematic review which can in other words be defined as an empirical review tends to analyze previous studies on the same area to provide and answer to specific

goals instead of getting information from theories or beliefs, it also relies on observations and coming up with measures on how to conclude. Information from theories or beliefs. Empirical research relies on observations & measurements to conclude. This kind of study holds some level of significance in any study.

**Table 1 .1 Research Gaps**

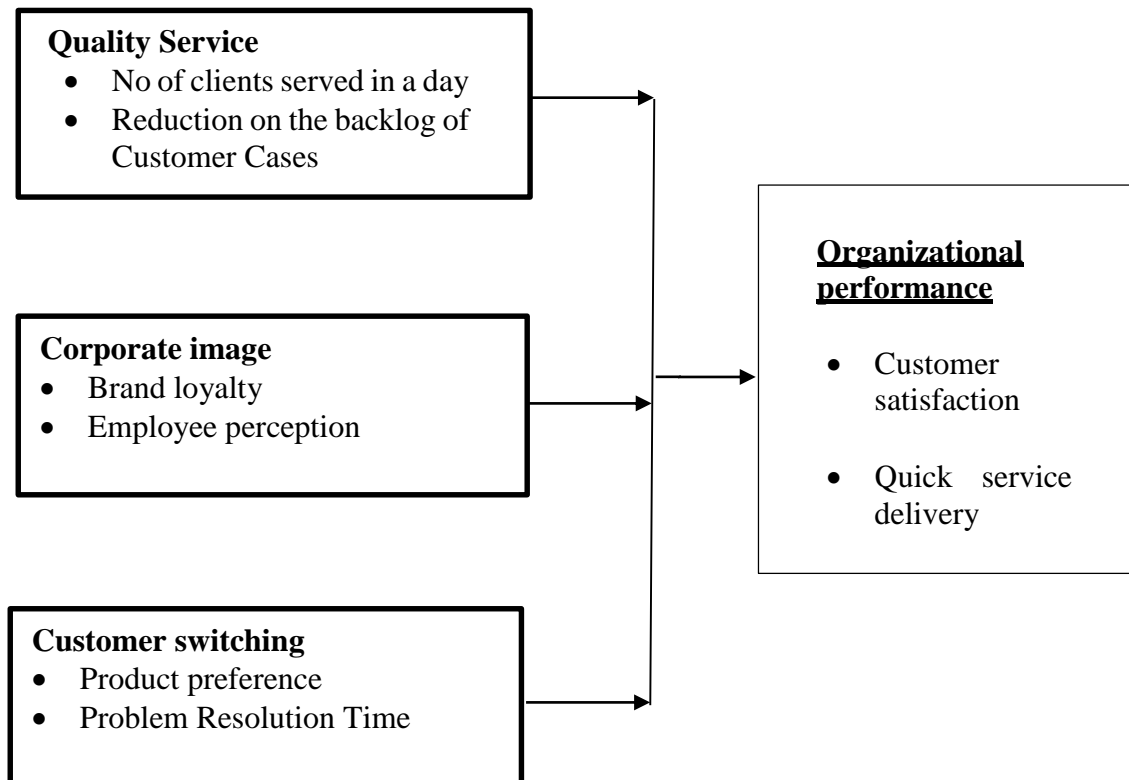
<b>Author</b>	<b>Focus of Study</b>	<b>The Findings of the Study</b>	<b>Research Gap</b>	<b>Current study focus</b>
Shahzad et al (2015)	It tries to show how corporate culture can effect organizationa l performance.	If employees in a given organization are committed and have similar values they can increase the organizationa l goals.	data that was used was secondary	Data that was used was primary
Maina (2016)	How Organizationa l culture can	Commercial banks' organizationa l culture was	The focus was mainly on	The government entity's performanc

	influence performance	the major influence	commercial banks	it was the main focus
Wairimu (2022)	Effects of rebranding in strategies and the focus was on performance in credit co-operatives.	re-branding that was carried out affected the performance of a credit co-operative	Credit co-operatives were the subject focus	The focus is on the government entity's performance
Olajide et al (2019)	How business process re-engineering can affect organizational performance	There was a correlation between business process renovations and operational effectiveness which was positive.	A purposive selection of respondents was done.	Stratified sampling was used

Source: (Researcher, 2023)

## **2.8 Conceptual framework**

This is an illustration that explains the relationship between dependent variables (DVs) and independent variables (IV) (Kothari, 2008). Mugenda (2008), posit that it is an outlined framework that illustrates a phenomenon under study which is accompanied in a graphical form showing the major variables of the study. It helps the reader understand the relationships between variables on focus during the study in an ideal form. Below is a representation that explains the relationship of re-branding practices which are the provision of quality services, corporate image rebranding, and customer switching and organization performance.



**Source: (Researcher, 2023)**

**Figure 1.1 Conceptual Framework**

The independent variables (IV) are corporate image, quality service, and customer switching whereas the dependent variable (DV) is organizational performance.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

Chapter three presents the design of the research, population target, procedure to be used in sampling and the sample itself, the research instruments, and how collection & analysis of data was tabled.

#### **3.2 Research Design**

Saunders et. 2009 elaborate on design in research as a focus on the overall plan for research to be undertaken and descriptive research design was 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.

#### **3.3 Target Population**

Ngechu (2004), describes a populace 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.

**Table 3.1 Target Population**

<b>Cadres</b>	<b>Target Population</b>
Directors	10
Deputy Directors	13
Officers	73
External customers	30
<b>Total</b>	<b>126</b>

**Source: Researcher (2024)**

### **3.4 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 issue and respond the questionnaire, and the availability of number of employees and external customers at the PPRA to fill the questionnaire.

### **3.5 Validity of the Research Instruments**

This shows if an instrument was measured appropriately (Borg & Gall 1989). The researcher employed content validity to investigate if the instruments provided answers to the study questions (Borg & Gall 1996). Comments from the experts and supervisor were used to review and revise the instruments before they were used in the actual study.

### 3.6 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. To obtain accurate results, a Cronbach coefficient of 0.7 and above is required (Fowler, 2013). Table 3 shows the reliability results.

**Table 3.2 Reliability test**

Variable	Cronbach's Alpha
Organization performance	.793
quality service	.802
corporate image	.764
Customer switching	.861

**Source Author 2023**

As per reliability results, the Cronbach alpha coefficients were more than 0.7 and so the instrument was suitable to be used in collecting data (Cronbach, 1951).

### 3.7 Research Instrument

Questionnaires were employed 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 were 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.

### **3.8 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 were edited to ensure consistency in the process. The data was checked and coded to avoid errors and omissions (Kothari, 2004). The results were displayed utilizing means, percentages, and frequency tables. The SPSS Version 20.0 program on a computer was used to tabulate, code, and process the responses from the questionnaires and interviews in order to analyze the data.

The reactions from the open-ended questions were recorded to realize the right scopes and reporting was done via the descriptive narrative. Quantitative data (QD) was interpreted using SPSS software to generate both descriptive and inferential

statistics. Inferential statistics was generated by linking the IV to the DV using 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;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where,

Y–Organizational performance

X<sub>1</sub> is Quality Service, X<sub>2</sub> is Corporate image, X<sub>3</sub> is Customer switching and  $\epsilon$  is Error term

In the model,  $\beta_0$  = the constant term while the coefficient  $\beta_i = 1 \dots 4$  was used to quantify the sensitivity of the dependent variable (Y) to unit change in the predictor variables X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, and X<sub>4</sub>.  $\epsilon$  is the error term that captures the unsolved variations in the model.

### **3.9 Ethical Considerations**

Basit (2013) highlights ethical concerns that ought to be followed prior to embarking on the research this was abided by during the research. Permission to conduct research was requested from people before administering the questionnaires and carrying out interviews. The participants in the study from whom the information was obtained were protected They were informed of the goal of the study and given the assurance that the information gathered would only be utilized for scholarly

purposes. Participants could opt out of the study if they were uncomfortable, and they were guaranteed anonymity.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

The chapter presents and discusses the findings of the study.

#### 4.1 Response Rate

45 questionnaires were administered to the respondents. 42 filled and returned the questionnaires while 4 failed to return the questionnaires.

**Table 4.1 Response rate of questionnaires**

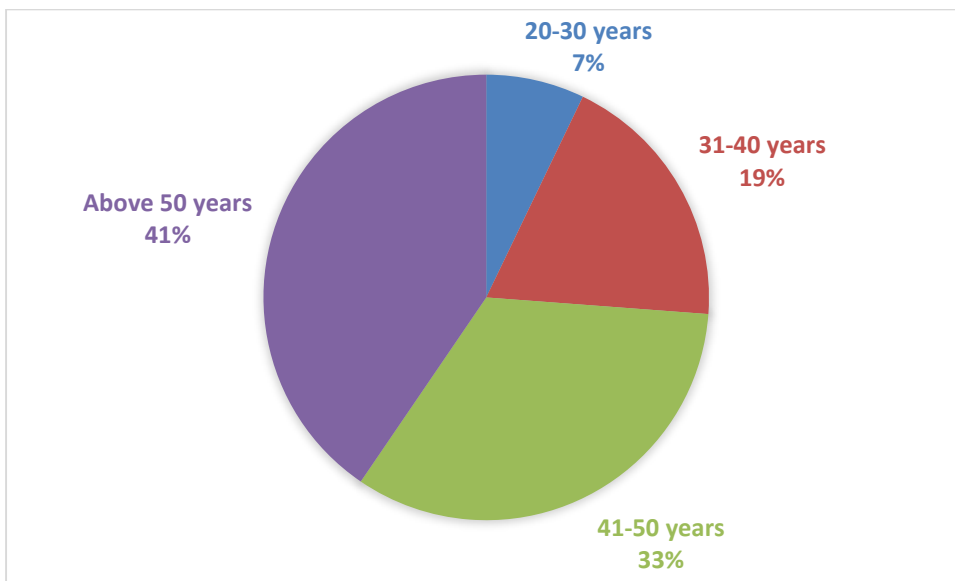
<b>Questionnaire Responses</b>	<b>Frequency</b>	<b>Percent</b>
Returned Questionnaires	42	93%
Questionnaires that were not returned	3	7%
Total	45	100%

**Source: (Researcher, 2023)**

From Table 4, 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.

## 4.2 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 4.1 below. From the study, majority 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.

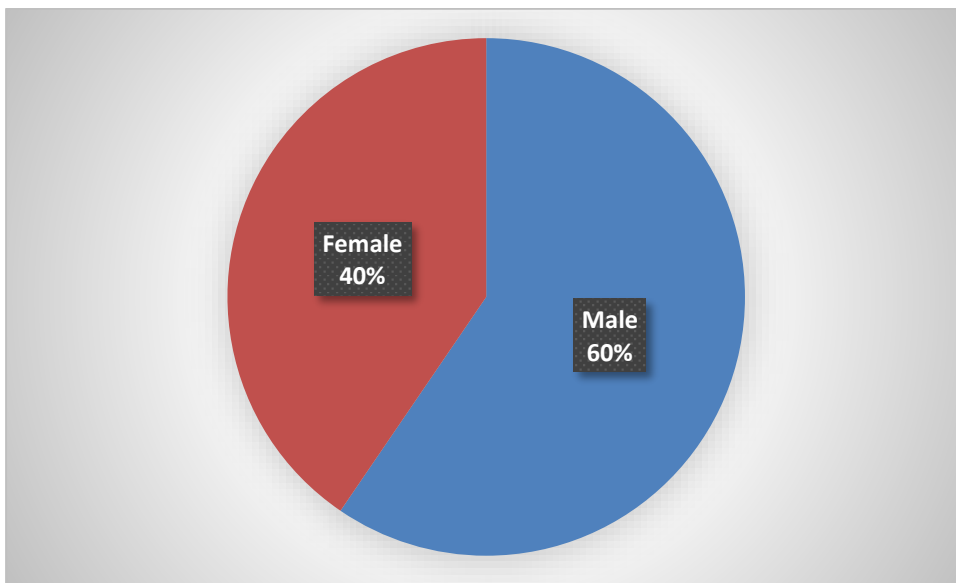


**Figure 4.1** Distribution of the ages of respondents

**Source: (Researcher, 2023)**

The study showed that 60% male responded while 40% female responded as shown in Figure 4.2 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 complements 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.

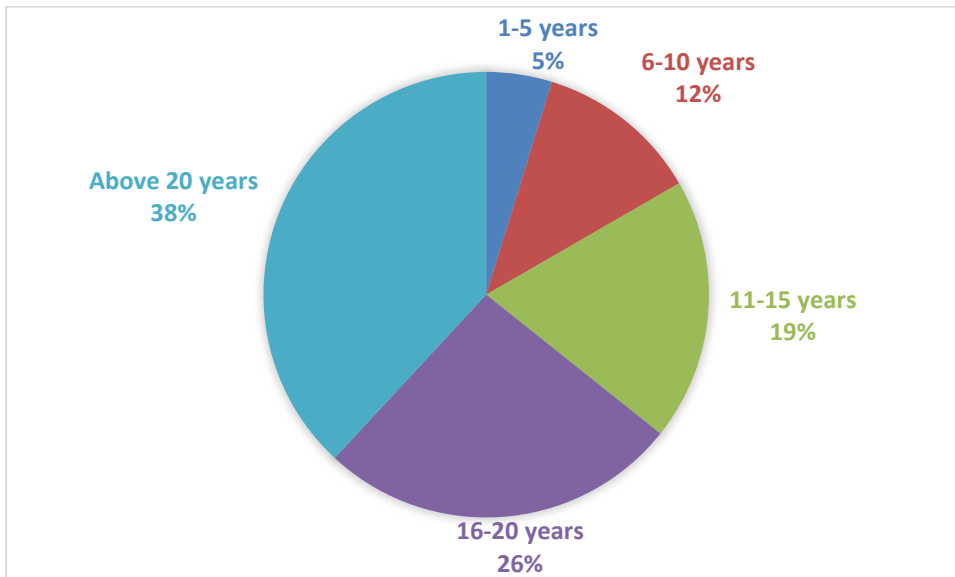


**Figure 4.2 Gender of the respondents**

**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, majority 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 4.3 Years of service in PPRA**

Source: (Researcher, 2023)

### 4.3 Descriptive

#### 4.3.1 Quality of Service

From the descriptive analysis of the quality of service, the respondents agreed that quality of service plays a big role in re-branding and organizational performance with a mean of 3.95. The standard deviation (SD) is 1.21 showing that the responses are consistent. The persons who responded also agreed that the number of clients handled in a day enhances the quality of service in an organization with a mean of 3.64 and SD of 1.38. The standard deviation of 1.38 shows that values are close to the mean and, as a result, responses are consistent. Reduction in the number of accumulated backlogs in an organization plays a role in re-branding &

organizational performance with a mean of 3.86 and standard deviation of 1.18 consequently showing consistency in the responses. Also, identifying an organization's key customers plays a role in re-branding and organizational performance with a mean of 3.90 and a standard deviation of 1.30. A standard deviation of 1.30 shows that the values are close to the mean and, as a result, are consistent. The respondents also agreed that through rebranding, the quality services offered at the Public Procurement Regulatory Authority are aligned to ethical practices of honesty, accountability, and transparency with a mean of 4.19 and a standard deviation of 1.11. The standard deviation value is small showing that values are close to the means and that the responses are consistent. They also agreed that re-branding enhances the responsiveness of the Public Procurement Regulatory Authority in the procurement and monitoring processes of goods and services with a mean of 3.60 and standard deviation of 1.45. A standard deviation of 1.45 shows that values are close to the mean and, as a result, are consistent.

According to Ali et al. (2019), quality services ensure that customers are satisfied and this enables them to become loyal to the company. Customers who see company service as being of high quality are likely to refer other people and this is important to increase, sales and profits of the company (Batara & Susilo, 2022). The number of clients handled per day has an effect on the experience of the employees and the client-employee relationship. When employees can handle a good number of clients in a day, they get experience which is important to enable them offer quality service.

Reduction in a backlog of work in an organization shows efficiency and improvement in performance (Ali et al., 2019). Identification of the organization's key customers enables the organization to concentrate on them and ensure that those customers get quality services. This is important to enable the organization to ensure

that those customers are retained which is important is selling the brand of the organization and improving performance (Bolhuis et al., 2018). When an organization rebrands according to its ethical practices, it enables it achieve its objectives and purposes. Re-branding is significant for the company as it shows its commitment to the delivery of quality services (Batara & Susilo, 2022). It also shows its flexibility to the demands of the market environment.

**Table 4.2 Mean and Standard Deviation of Quality of Service Variables**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
Quality service plays a big role in Re-branding and Organizational Performance.	3.95	1.21
Does the number of clients handled in a day enhance the quality of service in an organization?	3.64	1.38
In relation to quality Service, reduction in the number of accumulated backlogs in an organization play a role in re-branding & organizational performance?	3.86	1.18
In relation to quality service, identifying an organization`s key customers plays a role in Re-Branding and Organizational Performance.	3.90	1.30
Through rebranding, the quality services offered at the Public Procurement Regulatory Authority are aligned to ethical practices of honesty, accountability, and transparency	4.19	1.11
Rebranding has enhanced the responsiveness of the Public Procurement Regulatory Authority in the procurement and monitoring processes of goods and services.	3.60	1.45

**Source: (Researcher, 2023)**

Quality of service plays an important role in differentiating an organization from others in the industry. It enables the organization to meet the expectations of the customers and ensure that customers are satisfied. According to Silva et al. (2017) focusing on the QS (quality Service) enables the company to meet the industry standards which is important to enable it to compete favourably. This is supported by Pham et al. (2019) who believe that focusing on quality helps the company to build a brand and image. It enables the company to better understand the industry which is important to deal with challenges that might bring down the company (Pham et al., 2019). Focus on quality also enables the organization to eliminate wastage consequently enabling the company to reduce costs. Cost reduction enables the company to provide goods and services to customers at favourable prices giving the company a competitive advantage.

#### **4.3.2 Corporate Image**

On corporate image, the number of people who participated in the interview 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 SD of 1.53 showing that responses are consistent. The respondents also agreed that the availability of skilled human capital to implement the re-branding strategy improves 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). Re-branding attracts 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 4.3 Mean and Standard Deviation of Corporate Image Variables**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
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 PPRA has significantly improved after rebranding	3.60	1.31
The public reputation of the PPRA has significantly improved after reviewing the provision of procurement services to the public	3.79	1.35

**Source: (Researcher, 2023)**

Corporate image infers 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) observes that understanding one's business environment is important since it enables 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.

#### **4.3.3 Customer Switching (Moving from One Organization to another for Solutions)**

From the analysis, respondents agreed that customer switching has a role in rebranding and organizational performance with a mean of 3.51 and standard deviation of 1.48. The standard deviation of 1.48 shows that values are closer and, as a result, the responses are consistent. The commitment of staff in problem-solving can play a big role in the re-branding strategy with a mean of 3.95 and a standard deviation of 0.99. The standard of 0.99 is small showing that values are closer to the mean and that the responses are consistent. The respondents also agreed that customers' product/service preference plays a big role in organizational performance with a mean of 3.60 and SD of 1.31 elaborating that the responses are consistent. The people engaged agreed that targeted problem-solving helped the organization achieve its strategic goals with a mean of 3.55 and a SD of 1.23 presenting that the responses are consistent. Also, rebranding at the PPRA has significantly improved customer retention because of the improved procurement services that have led to reduced customer switching with a mean of 3.71 and standard deviation of 1.09 showing that the responses were consistent. Lastly, the respondents agreed that rebranding organization operations has led to a significant reduction in customer

switching resulting in improved competitiveness of PPRA with a mean of 3.90 and standard deviation of 1.27. A standard deviation of 1.27 shows that values are closer to the mean and, as a result, the responses are consistent.

Customer switching might force the company to rebrand to display “a new image” and regain the trust of the customers. Customer switching lowers the performance of the company and might cause it to collapse in the long run (Batara & Susilo, 2022). Customer switching can be caused by the emergence of alternatives. The quality of service also can cause customers to switch. A company should research to determine the cause of customer switching to enable it to act appropriately (Bolhuis et al., 2018). The company should always be in touch with customers to enable it to better understand its customers. It also enables the company to get reviews and feedback to enable it to act before customers start switching.

**Table 4.4 Mean and standard deviation of customer switching variables.**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
Customer Switching (Moving from One Organization to another for Solutions) has a role in Re-branding and Organizational performance	3.51	1.48
In relation to customer switching, the commitment of staff in problem-solving can play a big role in the re-branding strategy	3.95	0.99
In relation to customer switching, customers' Product/service preference plays a big role in organizational performance	3.60	1.31
In relation to customer switching, targeted problem-solving will help the organization achieve its strategic goals	3.55	1.23
Rebranding at the Public Procurement Regulatory Authority has significantly improved customer retention because of the improved procurement services that have led to reduced customer switching.	3.71	1.09
Rebranding organization operations has led to a significant reduction in customer switching resulting in improved competitiveness of the Public Procurement Regulatory Authority.	3.90	1.27

**Source: (Researcher, 2023)**

Customer switching has an effect on the organization's revenues and overall standing of the organization. It affects the image of the organization and reduces customers' trust and confidence in the organization. According to Ali et al. (2019) winning new customers is an uphill task compared to retaining them. An organization will use lots of money to acquire new customers compared to the cost of maintaining new customers. Customer switching, therefore, calls for the organization to strategize to avoid losing more customers (Ali et al., 2019). The long-term effect of customer

switching can be adverse for the organization. It can cause the organization to make losses and even and even collapse. Rebranding can help to stop customer switching (Batara & Susilo, 2022). When done properly, rebranding can renew customers' confidence and trust in an organization. Involving customers during rebranding, however, is important. It enables them to give input and support rebranding which is important in building relationships with and enabling them to own the new face of the company (Batara & Susilo, 2022). Customers should always be made aware of the changes to prevent them from being "nervous" which might make them shy away.

#### **4.3.4 Organization Performance**

On the organizational performance, most of the persons interviewed 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 SD 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 SD 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 SD 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 significant for the growth and development of the organization.

**Table 4.5 Mean and standard deviation of organizational performance variables**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
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 will contribute towards the 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
The competitiveness of the Public Procurement Regulatory Authority has gone up after the service 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. Re-branding provides an opportunity for the organization to meet the requirements of the customers and ensure they 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 favorably in a competitive environment and succeed.

#### 4.4 Correlation Analysis

Pearson correlation assessed the association between quality of service, corporate image, customer services, and performance. Correlation that is more than 0.5 shows that there is a connection between the variables. Table 9 shows the correlation analysis of the variables.

**Table 4.6 Comparative Correlation Matrix.**

Correlations		Perform ance	Quality service	Corporate Image	Customer Switching
Performance	Pearson Correlation Sig. (2-tailed)	1			
Quality service	Pearson Correlation Sig. (2- tailed)	.658** 0.000	1		
Corporate image	Pearson Correlation Sig. (2- tailed)	.543** 0.000	0.294 0.059	1	
Customer Switching	N Pearson Correlation Sig. (2- tailed)	42 -.635** 0.000	42 -.644** 0.000	42 -.328* 0.034	1

\*\* Correlation is significant at the 0.01 level (2-tailed).  
\* Correlation is significant at the 0.05 level (2-tailed).

**Source: (Researcher, 2023)**

#### **4.4.1 Quality Service**

From Table 9, there is an assenting relationship between quality of service and performance at the PPRA ( $r=.658$ ,  $p=0.000<0.05$ ). This implies that as the quality of service is increased or improved the performance also increases or improves and vice versa. Quality of service helps us to understand whether the expectations of the customers can be met by the (Nojavan et al, 2021). When the quality of service is low, customers shy away and this affects negatively the performance of the organization. An organization should focus continuously on the improvement of its services to maintain and attract customers. When the organization is unable to attract and maintain customers, its image and reputation are affected consequently affecting its performance (Meesala & Paul, 2018). High-quality services make customers satisfied and this increases sales. An increase in sales enables the organization to build a good financial muscle and get money that can be used to further creativity and innovation consequently enabling the organization to gain a competitive edge (Munim & Noor, 2020). Organizations have understood the importance of quality of service in promoting competitiveness and improving performance. As a result, they have invested heavily in quality improvement to ensure that their customers are satisfied.

#### **4.4.2 Corporate Image**

A positive connection also exists between corporate image and performance at the PPRA ( $r=.543$ ,  $p=0.000<0.05$ ). This implies that as corporate image improves the performance of the organization improves and vice versa. Corporate image is critical in maintaining and attracting customers (Foroudi, 2019). A negative corporate image harms the standing of the organization and can make the customer shy away. When

customers shy away, sales and the performance of the organization are negatively affected. It also makes the organization less competitive, thus affecting its long-term plans and objectives. according to Bilgin (2018), organizations must work relentlessly to build their corporate image as they focus on improving their sales. Doing this will enable the organization to ensure consistency in its performance. How people think about the company determines their support for the organization. Ensuring that people are always positive about the organization is important in improving sales, ensuring customer loyalty, and competing favourably in the industry (Foroudi, 2019). Quality of service and consistency in service delivery can enable the company to build a good corporate image.

#### **4.4.3 Customer Switching**

It was established that customer switching has a significant negative affiliation to performance in PPRA ( $r=-.635$ ,  $p=0.000<0.05$ ). This means that as customer switching decreases the OP (organizational performance) and vice versa. How customers perceive the services being offered by the organization determines their loyalty and support to the organization (Otto et al., 2020). Organizations should always strive to ensure that customers receive quality services to enable them to retain them. The feedback customers give about the quality of service should be used to continuously improve service delivery. The organization also can use performance evaluation to improve customer service (Otto et al., 2020). When the performance of the organization decreases customer service might have gone down which can cause customer switching. Regular evaluation of the performance enables the organization to ensure consistency in service delivery. Customer service should also be reviewed regularly to get customer feedback and identify weak points (Otto et al., 2020). Identification of weak points helps a lot in sealing those points

consequently improving customer service. Quality customer services enable the organization to retain and attract customers or avoid customer switching (Baranik et al., 2017). It also enables the organization to ensure that customers are satisfied which is important to enable them to give positive reviews that are important to enable the organization to build its public image.

#### 4.5 Regression

Table 10 presents the results to show how the data fits well on the regression model to explain the phenomena under study.

**Table 4.7 Model Summary showing the fitness of the model**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.782a	0.611	0.58	0.47501

*a Predictors: (Constant), Customer switching, Corporate Image, Quality service*

**Source (Researcher, 2023)**

##### 4.5.1 Fitness of the Model

From Table 10 R square is 0.611. The R square (R<sup>2</sup>) of 0.611 implies that 61.1% of the variations in the performance of PPRA can be explained by customer switching, corporate image, and quality of service. This is sustained by the adjusted R<sup>2</sup> of 0.58. R square of 0.58 means that 58% 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 OP.

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 an effect that is negative 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 11 presents the explanation of variance (ANOVA).

**Table 4.8 Analysis of the Variance (ANOVA)**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression						
1	n	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), Customer Service, Corporate Image, Quality service*

**Source (Researcher, 2023)**

The analysis of the variance shows that the overall model is statistically significant. As a result, customer switching, corporate image, and quality service 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 at least one variable among the three variables namely; customer switching, corporate image, and quality service has a substantial 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 customer switching, corporate image, and quality 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). It also challenges them to refer other people to the company, thus enabling the company to grow. The organization is responsible for ensuring that customers get value for the money (Otto et al., 2020). The organization can ensure this through the provision of quality service that enables customers to be satisfied. How the organization treats its customers determines how the public will perceive the organization (Foroudi, 2019). When the organization treats its customers well, the customers will speak well about the organization consequently improving the image of the organization. Table 12 presents the coefficient regression results.

**Table 4.9 Analysis of the regression coefficient.**

Model		Unstandardized		Standardized	t	Sig.
		Coefficients	Std. Error	Coefficients		
		B		Beta		
1	(Constant)	-0.243	0.541		-0.449	0.656
	Quality service	0.369	0.13	0.377	2.83	0.007
	Corporate Image	0.432	0.137	0.341	3.161	0.003
	Customer Switching	-0.267	0.128	-0.28	-2.08	0.044

*a Dependent Variable: Performance*

**Source (Researcher, 2023)**

Table 12 presents beta coefficients of quality of service, corporate image, and customer service that predict performance. They are presented below in a model.

$$Y = -0.243 + 0.369X_1 + 0.432X_2 + 0.267X_3$$

Where;

Y is the performance of PPRA

X<sub>1</sub> is quality of service

X<sub>2</sub> is corporate image and,

X<sub>3</sub> is customer switching

In the model above (Table 12), the predictive variables have positive beta values. For the quality service the  $\beta=0.369$ , corporate image the  $\beta=0.432$ , and customer switching the  $\beta=-0.267$ . The beta values of quality of service and corporate image

are greater than the p-value, 0.05 consequently confirming that the variables are predictors of the performance in PPRA.

#### **4.5.2 Quality Service**

From the results of quality of service ( $\beta=0.369$ ,  $p=0.007<0.05$ ), there is a significant positive relationship between quality service and organizational performance in PPRA. From the regression model, it means that when the quality of service is increased by one unit, the performance of PPRA will be increased by 0.369 units. P-value= 0.007 which is lower than 0.05 consequently showing the relationship between quality service and OP is not by random chance.

Quality of service can be improved through proper involvement of customers (Hogevold et al., 2022). Getting customer feedback enables the organization to better understand the needs of customers which is important to improve those needs. The organization should be continuously committed to the improvement of its services to ensure that customers are satisfied (Hogevold et al., 2022). Continuous improvement of quality of service will not only enable the organization to ensure consistency but will also enable the organization to learn new ideas which is important to get ideas that can make it competitive.

#### **4.5.3 Corporate Image**

The results of corporate image ( $\beta=0.432$ ,  $p=0.003<0.05$ ) show a positive and statistically substantial relationship between corporate image and performance of PPRA. In relation to the regression model, when the corporate image is increased by one unit, the performance of the organization increases by 0.432 units. P-value= 0.003 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.

#### **4.5.4 Customer Switching**

Results of customer switching ( $\beta=-0.267$ ,  $p=0.044<0.05$ ) show a negative and statistically significant relationship between customer switching and the performance of PPRA. It implies that when customer switching is decreased by one unit, the performance of the organization is increased by 0.267 units. P-value= 0.044 which is lower than 0.05 consequently showing that a relationship between customer switching and performance is not a random chance.

Customer service determines customers' perceptions about the organization. When customers get good services, customers will talk good about the company and this is good to enable the company to improve its performance (Itani et al., 2019). Good customer service can transform a customer from a first-time customer to a loyal customer and prevent customer switching. Customer service performance is measured by the organization's ability to retain customers (Setiawati et al., 2019). The organization should do customer service performance evaluation regularly to

enable it to better understand customers' perception of the organization which is important in making improvements that can enable the organization to attract and retain customers.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### **Introduction**

The chapter gives the summary, conclusion, recommendations, and area that needs further research.

#### **5.1 Summary of Findings**

The primary objective of the study was to determine the effect of quality service on re-branding and OP in Kenya. From the descriptive statistics, the effect of quality of service on performance of PPRA with an AM of 3.86 and an ASD of 1.27. The correlation analysis and regression analysis show that there is a substantial affirmative relationship between quality of service and OP at the PPRA with a coefficient correlation of 0.658 and a t-value of 2.83. High-quality service improves the confidence of the customers and makes them satisfied. It motivates them and they would want to be identified with the organization and would want to continue supporting it towards its growth and development (Hogevold et al., 2022). Provision of poor quality of service makes the customers shy away from consulting the organization and can bring about a negative image that can cause the organization to make losses and eventually close shop or collapse in the long run.

The subsequent objective sought to establish the effect of the corporate image on re-branding and OP in PPRA. From the descriptive analysis, corporate image affect the re-branding and performance of the institution with a mean of 3.69 and a SD of 1.41. Correlation analysis and regression analysis show that there is a statistically significant relationship between corporate image and performance with  $r=0.658$  and

t-value=3.161. 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.

The last objective was to examine the effect of customer switching on re-branding and OP at (PPRA) in Kenya. The descriptive analysis shows that customer switching affects organizational performance with a mean of 3.70 and SD of 1.57. The CR and regression analysis show that customer switching is negatively related to organizational performance with  $r=-.635$  and  $t\text{-value}=-2.08$ . Customer switching shows that customers do not trust the organization to meet their needs anymore. Customer switching affects the perception of the people about the organization. When customers are no longer receiving quality services from the organization, they will not be willing to refer anyone to the organization when they face a challenge and this will affect the performance of the organization. Creating a positive customers' experience enables them stick with the company and continue supporting the company.

## **5.2 Conclusion**

It was concluded that quality service positively touches on performance of PPRA. PPRA, therefore, should put measures in place to ensure consistency in the delivery of quality services. Quality services enable customers to become satisfied and continue consuming the services of the organization. Quality services enable customers to continue supporting the organization and this is important to enable the

organization to improve its performance where it will eventually grow and develop exponentially.

It also determines 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.

Lastly, the research established that customer switching negatively affects the performance of PPRA. Customers switching indicates that customers are not content with the services of the organization. Customers switching sends a bad depiction to the public which underrates its reliability in problem solving. It leaves the organization reputation tarnished and thus reduce reliability by its customers and this has negative financial implications on the organization and might even make the organization become redundant in terms of service delivery.

### **5.3 Recommendations**

Quality of service plays an important role in ensuring problems are timely solved which will eventually create customer satisfaction. The study recommends that PPRA evaluates how it will provide high quality services. The assessment should be done regularly to promote a better understanding of the needs of customers which is important in developing better policies & strategies to address those needs and ensure that the quality of services is at its optimal.

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 of the organization.

Lastly, the organization should do consistent reviews and customer loyalty tests. This will enable PPRA understand the perception of the customers towards the organization. Undertaking this will decrease the rate of customer switching which can diminish the performance of the organization.

#### **5.4 Further Research**

The study elaborated how quality of service, corporate image and customer switching influence the performance of PPRA. There is need to examine other factors apart from the three identified variables. A study on the influence of internal policies, procedures and regulations should be carried out to understand how they affect organizational performance of PPRA.

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## APPENDICES

### APPENDIX I: Letter of Introduction

23<sup>rd</sup> October 2023.

To whom it may concern,

#### **REQUESTING PARTICIPATION IN ACADEMIC SURVEY**

As part of the partial completion of the requirements for Masters in Public Policy and Administration in the School of Humanities at Kenyatta University, I would like for you to participate in this questionnaire. This Questionnaire will analyze the best way to facilitate this change through communication.

This activity will assist the Public Procurement Regulatory Authority to make informed decision on how to successfully implement the Re-Branding Strategy. The Questionnaire will focus on the following aspects; Quality Service, Corporate Image and Customer Switching.

This is therefore to request you to kindly complete the short questionnaire that I have circulated.

Your continued support is highly appreciated.

Yours Sincerely

Judy Mwihaki Maina

C 153/CTY/PT/31224/2015

Kenyatta University

## APPENDIX II: Questionnaires

This Questionnaire & Interview Guide will assist in understanding Re-Branding and Organizational performance at the Public Procurement Regulatory Authority (PPRA), Kenya. Your support will be highly valued & appreciated. The information provided will be treated with utmost confidentiality and only used for academic purpose.

**The Questionnaire & interview guide is for PPRA Directors, Deputy Directors,**

**PPRA Staff & its External Stakeholders**

**Please tick Below**

**Directors (        )**

**Deputy**

**Directors (    )**

**Other PPRA Staff (        )**

**External Stakeholders (    )**

### **General Information (Mandatory)**

a. 1. Name of Organization.....

b. ....

2. Job Title(Employed)/NA

.....

4. Department or /(NA)

.....

4. Gender.....

...

5. Age.....

c. How long have you served in PPRA?

d. (NA).....

### **QUALITY SERVICE**

**Tick (√) your answer. Use likert scale of**

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1

= Strongly Disagree

Statement	5	4	3	2	1
Quality service plays a big role in Re-branding and Organizational Performance?					
Does the number of clients handled in a day enhance quality service in an Organization?					
In relation to quality Service, reduction on the number of accumulated backlog in an organization plays a role in re-branding & organizational performance?					
In relation to quality service, identifying an organization`s key customers play a role in					

Re-Branding and Organizational Performance.					
Through rebranding, the quality services offered at the Public Procurement Regulatory Authority are aligned to ethical practices of honest, accountability and transparency					
Rebranding has enhanced the responsiveness of the Public Procurement Regulatory Authority in the procurement and monitoring processes of goods and services					

**CORPORATE IMAGE**

Tick (√) your answer. Use likert scale of

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1

= Strongly Disagree

Statement	5	4	3	2	1
Corporate Image plays a big role in Re-branding and Organizational Performance?					
In relation to Corporate Image, brand loyalty by PPRA`s external stakeholders can indicate a positive organizational performance					

In relation to Corporate image, positive employee perception can be used to indicate Organizational Performance.					
In relation to Corporate image, commitment of the Senior Management in the reduction of problem solving timelines can improve organizational performance.					
Availability of adequate resources towards the re-branding strategy can help achieve organizational performance.					
In relation to the corporate image, availability of skilled human capital to implement the re-branding strategy will improve Organizational performance					
Through rebranding, the customer/ public impression about the Public Procurement Regulatory Authority has significantly improved					
Public trust and confidence regarding the operations of the Public Procurement Regulatory Authority has significantly improved after rebranding					
The public reputation of the Public Procurement Regulatory Authority has					

significantly improved after reviewing the provision of procurement services to the public					
--	--	--	--	--	--

**CUSTOMER SWITCHING**

Tick (√) your answer. Use likert scale of

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Statement	5	4	3	2	1
Customer Switching (Moving from One Organization to another for Solutions) has a role in Re-branding and Organizational performance					
In relation to customer switching, commitment of staff in problem solving can play a big role in the re-branding strategy					
In relation to customer switching, customers Product/service preference plays a big role in organizational performance					
In relation to customer switching, targeted problem solving will help the organization achieve its strategic goals					

Rebranding at the Public Procurement Regulatory Authority has significantly improved customer retention because of the improved procurement services that has led to reduced customer switching					
Rebranding organization operations has led to significant reduction in customer switching resulting to improved competitiveness of the Public Procurement Regulatory Authority					

**ORGANIZATION PERFORMANCE**

**CUSTOMER SWITCHING**

Tick (√) your answer. Use likert scale of

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1

= Strongly Disagree

Statement	5	4	3	2	1
Organizational Performance plays a key role in how Public Procurement Regulatory Authority creates trust with the general public in Public service?					
A Re-branding strategy used in an institution will contribute towards the Organization performance?					

<p>After rebranding, customer satisfaction regarding the procurement processes at Public Procurement Regulatory Authority has significantly gone up.</p>					
<p>Quick service delivery in terms of procurement processing time and responsibility has been achieved after rebranding.</p>					
<p>The relation of the Public Procurement Regulatory Authority with the citizens has drastically improved after the rebranding activities.</p>					
<p>The competitiveness of the Public Procurement Regulatory Authority has gone up after the service rebranding</p>					

### APPENDIX III: Letter from The University

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KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

P.O. Box 43844, 00100

NAIROBI, KENYA

Tel. 8710901 Ext. 57530

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

Our Ref: C153/CTY/PT/31224/2015

DATE: 23<sup>rd</sup> August, 2023

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR JUDY MWIHAKI MAINA— REG. NO. C153/CTY/PT/31224/2015

I write to introduce Judy Mwihaki Maina who is a Postgraduate Student of this University. The student is registered for M.PPA degree programme in the Department of Public Policy and Administration.

Judy intends to conduct research for a M.PPA Project Proposal entitled, "Re-Branding and Organizational Performance at the Public Procurement and Regulatory Authority (PPRA), Kenya."

Any assistance given will be highly appreciated.

Yours faithfully,

✓ PROF. ELISHIBA KIMANI  
EXECUTIVE DEAN, GRADUATE SCHOOL

EM/mo



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

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E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

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

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 23<sup>rd</sup> August, 2023

TO: Judy Mwhaki Maina  
C/o Public Policy and Administration Dept.

REF: C153/CTY/PT/31224/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 16<sup>th</sup> August, 2023 approved your Research Project Proposal for the M.PPA Degree Entitled, "Re-Branding and Organizational Performance at the Public Procurement and Regulatory Authority (PPRA), 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 and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

**ELIJAH MUTUA**  
**FOR: EXECUTIVE DEAN, GRADUATE SCHOOL**

c.c. Chairman, Public Policy and Administration Department.

Supervisors:

1. Dr. Jane Njoroge  
C/o Department of Public Policy and Administration  
Kenyatta University

EM/mo

## APPENDIX IV: NACOSTI Permit



REPUBLIC OF KENYA



NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **863038**

Date of Issue: **12/October/2023**

### RESEARCH LICENSE



This is to Certify that Ms.. Judy Mwhaki of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: **RE-BRANDING AND ORGANIZATIONAL PERFORMANCE AT THE PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) KENYA** for the period ending : **12/October/2024**.

License No: **NACOSTI/P/23/30391**

**863038**

Applicant Identification Number

Director General  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document,  
Scan the QR Code using QR scanner application.

See overleaf for conditions

**THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)**  
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

**The National Commission for Science, Technology and Innovation**, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

**CONDITIONS OF THE RESEARCH LICENSE**

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
  - i. Endanger national security
  - ii. Adversely affect the lives of Kenyans
  - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
  - iv. Result in exploitation of intellectual property rights of communities in Kenya
  - v. Adversely affect the environment
  - vi. Adversely affect the rights of communities
  - vii. Endanger public safety and national cohesion
  - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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Innovation(NACOSTI),  
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