

**STRATEGIC PUBLIC RELATIONS AND PERFORMANCE OF LARGE
MOTOR VEHICLE DEALERS IN NAIROBI CITY COUNTY, KENYA**

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DECLARATION

Declaration by candidate:

This project is my original work and has not been presented for a degree in any other University

Signature Date

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Declaration by supervisor:

I confirm that the work in this project was done by the candidate under my supervision

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DEDICATION

I dedicate this project to God Almighty, My Wife Shiku, my son Nigel, Daughter Shiru and all my family members for their sacrifice and support accorded to me during the trying hard moments of my studies. I owe them this success.

ACKNOWLEDGEMENT

First, I thank the almighty God for giving me the strength and good health throughout this course and the opportunity to study this far amidst of so many challenges in the entire period.

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May God bless you all

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OPERATIONAL DEFINITION OF TERMS

Commitment strategy	The part of the public relations that relates to firm management's support to the ongoing interventions relating to public relations.
Investment strategy	The part of the public relations that relates to firm financial resources allocated to various interventions relating to public relations.
Large motor vehicle dealers	Companies that are members of Kenya Motor Industry Association who import and sell large contingent of vehicles.
Openness public relations strategy	The level of information disclosed between two specific groups the organization and its stakeholders, and the organization's representatives and individual stakeholders.
Performance	Specific outcomes aligned to the operations of an organization.
Public relations	Analyzing and creating good associations with the surrounding people.
Stakeholder involvement strategy	Refers to the depth of interaction and the reliance between the stakeholders in the motor industry and the Large motor vehicle industry.
Strategic public relations	Analyzing and creating good communication processes between the organization and the surrounding people for mutual benefits.

ABBREVIATION AND ACRONYMS

ANOVA	Analysis of Variance
CEO	Chief Executive Officer
CMC	Cooper Motor Cooperation
CSR	Corporate Social Responsibility
GDP	Gross Domestic Product
GMEA	General Motors East Africa
KFS	Kenya Forest Service
KMA	Kenya Association of Manufacturers
KMI	Kenya Motor Industry
NACOSTI	National Commission for Science, technology and Innovation
NASP	National Administration Studies Project
NGO	Non- Governmental Organizations
NSE	Nairobi Stock Exchange
POS	Perceived Organizational Support
PR	Public Relations
PWC	Pricewaterhouse Coopers

RDT	Resource Dependence Theory
SAPs	Structural Adjustment Programs
SPSS	Statistical Package for Social Sciences
WBCSD	World Business Council for Sustainable Development

ABSTRACT

The Motor Vehicle Companies in Nairobi, Kenya have played a major role in the contribution to job creation and economic development. Despite their role in economic development, these dealers face intense competition from imported second-hand vehicles. The purpose of the study was to investigate the strategic value of public relations on the performance of Large Motor Vehicle dealers in Nairobi, Kenya. The specific objectives of the study included; to establish the effects of; openness strategy, stakeholder involvement strategy, investment strategy and commitment strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya. A descriptive research design was used where the target population was 15 large motor vehicle firms operating in Nairobi, which are members of the Kenya Motor Industry Association. The unit of analysis was the large motor vehicle dealers while the unit of observation was the four strategic public relations strategies including; openness, stakeholder involvement, investment and commitment strategy. The study used primary data sources and secondary data. Primary data was collected using open ended and closed questionnaires. Content and construct validity was achieved through seeking expert opinion. Reliability was ascertained using Cronbach Alpha coefficient. Descriptive statistics and multiple regressions were used to analyze the quantitative data while qualitative data was analyzed using content analysis. Data was analyzed using tables and figures. The study findings confirmed that majority of the large motor vehicle dealers in Nairobi had improved firm performance as a result of leveraging on strategic public relations strategies. They had improvement in decision making time through openness strategy. They also had buy in from different stakeholders through stakeholder involvement strategy. Similarly, there was commitment from the management in supporting the Public relation function through the commitment strategy. Most importantly, the investment public relation strategy guaranteed the effectiveness of strategic public relations as adequate financial and human resources were availed to drive the public relations agenda forward. This proves that majority of the large motor vehicle dealers in Nairobi applied strategic public relations strategies in their operations to ensure their improved firm performance. It was further concluded that strategic public relations significantly influenced performance of large motor vehicle dealers in Nairobi with investment strategy contributing most to the performance of large motor vehicle dealers in Nairobi followed by stakeholder involvement strategy, openness strategy and commitment strategy respectively. The most significant strategic public relations strategies influencing performance of large motor vehicle dealers in Nairobi is investment strategy, followed by stakeholder involvement strategy, openness strategy and commitment strategy respectively. The study recommends that the Large Motor Vehicle dealers should create a framework that guides that access to information to ensure they optimize and benefit the most from their knowledge management made possible through openness public relations strategy. The management of Large Motor Vehicle dealers should carry out an assessment on the value of different stakeholders on their operations to formulate the extent of their involvement in decision making processes. The management of the Large Motor Vehicle dealers need to monitor their financial investment in public relations to guarantee value for money. Finally, the top managers of Large Motor Vehicle dealers should institutionalize public relation in the firm operations to ensure it enjoys sufficient support from the management.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizational performance is the result of an organization as measured against its intended goals and can be defined both financially and non-financially. According to Kaplan and Norton (1996) the Balanced scorecard is one of the recognized and established tool used in measuring the financial and non-financial performance by assessing the performance of a firm from four different perspectives namely: learning and growth, internal processes, customer and financial. Public relations' strategic management function has been recognized as facilitating the formulation of organizations strategies to enhance firm performance of the large motor vehicle dealers which in the long run enables the firm to accomplish overall goals and improved performance in the market and then supports those goals in a coordinated and consistent way (Plowman, 2010).

The position and influence of large corporation is growing, both in the local and international sphere, and with that growth, the demand of responsibility for the social and environmental effects has come into sharp focus. Over the last few decades, the perception of public relations has been changing. In the 1950s, the focus was on businesses' responsibilities to society and the good deeds that the business firms deed to the society but there has been a paradigm shift on this position over the years. In the 2000s, it has become an important strategic issue. There is a growing interest in public relation exercise, not only as a social responsibility exercise, but rather as a strategic issue for a firm (Forsberg, 2008). Organizations at present view public

relations (PR) as a measure to improving performance (World Business Council for sustainable Development [WBCSD], 2009).

Grunig (2012) opine that the best test confronting advertising experts and scholastics is to implant vital advertising as an acknowledged administration capacity and bolster this by watching that to date, a great part of the focal point of advertising writing has been on what advertising professionals do, instead of the business drivers for advertising practice. For sure, the advancements of relationship administration have concentrated much after tending to the inquiry on the justification for advertising practice and the commitment of this action to the association (Ledingham & Bruning, 2012). They additionally called attention to those advertising projects can affect upon the conduct of partners and in this way credited a vital incentive to advertising practice. The result of this is advertising practice should be composed around relationship objectives with correspondence systems and strategies drew in to achieve set up relationship targets. Cultivator (2011) watches that advertising will be of vital esteem when it details hierarchical objectives, adjusts these with the prerequisites of partners, and afterward bolsters that exertion.

A few expert investigations recognize vital arranging as a center advertising movement. De Bussy and Wolf's (2014) Australian professionals call attention to that vital arranging, alongside guidance to administration, was members' second most normal day by day action that was being attempted by Australian firms. Beurer-ZuelliG, Fieseler, and Meckel (2012) on their part feature that European specialists' commitment in vital correspondence arranging was their second most vital work undertaking. Correspondingly, Bartlett and Hill (2010) point that Queensland specialists recognize key arranging as their fourth most normal work hone, with 35%

associated with this work. VanGorp and Pauwels (2012) investigation of Belgian advertising specialists found that half of the PR practice was conveyed in incorporated promoting correspondence divisions, with these experts (transcendently male) being individuals from the official board of trustees and satisfying more administrative exercises, particularly assurance of an interchanges system, definition of arrangement and approach articulations, and creating correspondences.

As Burson (2011) brought up, advertising have, after some time, turn out to be more applicable as an administration work for all way of foundations since even associations chief executive officers (CEOs) have come to perceive advertising as an essential segment in the basic leadership process. Advertising's cooperation in key administration upgrades hierarchical viability, as well as hoists advertising from its more receptive capacity to a proactive, responsive part of suspecting and diminishing developing clashes (Grunig & Grunig, 2008).

1.1.1 Organization Performance

Firm performance refers to how well an enterprise achieves their objectives (Hooley, & Greenley, 2015). Firm performance can be assessed by a firm's efficiency and effectiveness of goal achievement (Noe *et al.*, 2016). Hancott (2015) indicates that firm performance is measured using indicators such as profit growth rate, net or total assets growth rate, return on sales, shareholder return, growth in market share, number of new products, return on net assets, etc. In addition, Tippins and Sohi (2013) propose firm performance is measured on four dimensions: relative profitability, return on investment, customer retention, and total sales growth. Griffins (2006) on the other hand describe organizational performance as the organization's ability to

acquire and utilize its scarce resources as expeditiously as possible in the pursuit of its firm performance.

According to Alam *et al.* (2012) firm performance is a multidimensional construct that consists of four elements which include; (i) customer-focused performance, including customer satisfaction, and product or service performance; (ii) financial and market performance, including revenue, profits, market position, cash-to-cash cycle time, and earnings per share; (iii) human resource performance, including employee satisfaction; and (iv) organizational effectiveness, including time to market, level of innovation, and production and supply chain flexibility. Measures of financial performance include return on assets (ROA), return on equity (ROE), earnings per share and any market value ration that is generally accepted. Generally, the financial performance of banks and other financial institutions has been measured using a combination of financial ratios analysis, benchmarking, measuring performance against budget or a mix of these methodologies (Ahmad *et al.*, 2012).

Firm performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Kaplan and Norton (2016) firm performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment.); product market performance (sales, market share.); and shareholder return (total shareholder return and economic value added). The primary goal of firm performance is to increase effectiveness and efficiency to improve the ability of the firm to deliver goods and services. In particular, two types of measures of company performance can be distinguished: financial or objective measurement and non-financial or subjective measurements. (Venkatraman & Ramanujam, 2017).

Performance measures of interest in this study were organization effectiveness, decision making, organization listening and learning, competitive advantage, and sales turnover. Organization effectiveness refers to how well a firm meets its set objectives, that is, every employee doing what they know to do well to produce the desired results within the available resources (Balser & McClusky, 2005). Decision making is a process of selecting the best course of action among possible alternatives to enable the firm to achieve its goals. Competitive advantage is a condition in which an organization is at superior position in the market compared to its competitors. Organization listening refers to the dissemination of organization messages and is essential for organization learning, responding adequately to new challenges facing the organization. Sales turnover entails the amount of revenue that a company generates within a specified period of time.

1.1.2 Strategic Public Relations

The centrality of connections administration in an association provoked Cutlip, Center and Broom (2010) to characterize advertising as the administration work that sets up and keeps up commonly valuable connections between an association and general society on whom its prosperity or disappointment depends. Be that as it may, advertising are all the more regularly depicted as far as its yields and exercises and a resulting center after estimating adequacy based around yields instead of social or behavioral results (Ledingham & Bruning, 2010). On their part, Grunig, Grunig, Sriramesh, Lyra, and Huang (2015) consider PR as being credited the part of building up individual connections between key people of the organization and key people in media, government, legislative issues, or non-governmental organizations (NGOs)

with a point of setting up the relational impact and topsy-turvy connections where the advantages from the relationship are caught by the company.

According to Broom and Tucker (2008), public relations ensure that the organization attains and manages accord as well as positive behaviours among the stakeholders of the company. Public relations are responsible for building and maintaining a hospitable organizational environment. All-inclusive different PR specialists have propelled the centrality of relationship administration to advertising practice (Ledingham & Bruning, 2010). This is on account of relationship administration changes the focal point of advertising from a yield-based movement, for example, media discharges, to an administration work that utilizes correspondence deliberately to meet the association's destinations and underscores assembling, supporting and keeping up hierarchical open connections. Organization creation or working techniques can impact a scope of partner - shopper) feelings, in that when learning of an organization working qualities are not effectively gotten to by purchasers, when activists play an essential data dispersal part, and when partner activities can modify the working choices of the firm (Feddersen & Gilligan, 2011). This infers that relationship administration may give a socially-based asset to a firm that is uncommon and not effortlessly imitated by contenders.

Public relations ensure that the public thinks positively about the firm as well as its services. The most commonly used public relations tools include press conferences, community service programs, news release, and speaking engagements (Nyenjeri, Kinyua, & Wawire, 2014). Strategic public relations comprise of a two-way communication between the firm and its publics and necessitate listening to the constituencies on which the company depends along with analyzing as well as

understanding the behaviors and attitudes of the audiences. The strategic public relations dimensions of interest in this study were openness public relations strategy, stakeholder public relations strategy, investment public relations strategy, and commitment public relations strategy.

Openness public relations strategy involves the transparency of a brand and the capability of the employees to share certain organization's information and at the same time take opinions relating to environmental as well as social issues (Gruing, Gruing, & Dozier, 2002). The release of information to the public is an indication that the company is trustworthy and honest and this is a vital part of public relations (Broom & Tucker, 2008). Moreover, it is an efficient means to build likability and more importantly loyalty with the company brand. Firms engage in aggressive advertising because through advertising companies release a lot of information about their products and service to the public. Additionally, resource allocation is a way of showing the commitment of the company in public relations.

Over the last twenty years, firms have realized that stakeholder engagement is necessary to fostering more responsible as well as sustainable business practices (Riel, 2007). Stakeholder involvement emerged as a method of understanding and addressing the social and environmental, and economic interests when the company is planning and executing corporate activities. The stakeholder involvement strategy aims at managing the relationships between the firm and its stakeholders so that the company achieves the desired outcomes. Involvement is not an end in itself, but it is a means to help an organization to build healthier relationships with the society, hence leading to improved business planning as well as performance.

Investment is crucial for the success of any business. Public relations help manage the human as well as the financial resources. A company needs to effectively set objectives, plan, allocate resources, recruit and hire public relations staff, and administer the resources. Investment into corporate social responsibility is beneficial to both the company and the society and thus improved performance for the firm (Chapple & Moon, 2005).

Commitment to public relations is highly valuable because it has a significant impact on improved performance of a firm. Highly committed employees and other company stakeholders identify with the values and goals of the company and are highly willing to display great company citizenship behavior (Lee, 2005). The commitment public relations strategy ensures that all the stakeholders of the organization have a psychological bond to the firm and have a sense of loyalty and belief in the company's values (Jang & Lee, 2014).

1.1.3 Large Motor Vehicle Dealers in Nairobi City County

The Motor Vehicle Companies in Kenya encompasses the supply of vehicles and offering of after sale services coupled with availability of essential spare parts. Kenya's relatively better infrastructure makes the country a better hub for the assembling of motor vehicles in Eastern Africa. However, the approach adopted by Kenya in the Motor industry is lopsided, which means that regional countries like Ethiopia are more likely to surpass Kenya because they are more progressive in terms of industrialization (Kimani, 2014).

Kenya's Motor Sector has experienced significant changes since the coming of Structural Adjustment Programs (SAPs) in the 1990s that upheld for advancement,

which supplanted arrangements sought after before on, for example, "Import Substitution". The opening up of the Kenyan economy got a few players in the Motor Sector ill-equipped to confront rivalry. Moreover, the Kenyan economy had been performing grimly, enlisting negative 0.2 development rate in 2000. This execution of the economy had lessened the acquiring energy of the normal Kenyan, making the vehicles, and especially new vehicles more expensive (International Energy Agency, 2012). Kenya's car showcase is overwhelmed by a few extensive Motor Vehicle organizations which incorporate General Motors East Africa Limited (GMEA Ltd), Toyota (East Africa), Cooper Motors Corporation (CMC), Simba Colt and DT Dobie, among others.

The Kenya Motor Industry Association (KMI), the agent body of the corporate members in the engine organizations, has been campaigning hard to alter the course where 80 percent of vehicle yearly deals are dim imports while new vehicle merchants vie for the rest of the 20 percent. On their part, the organizations have turned out to be more creative in reacting to client needs (PWC, 2014). In view of the Japanese market, the greater part of these key organizations has now concocted procedures which influence them to emerge and enhance their notoriety. CSR is one of the key methodologies they have attempted. Advertisers still pay more spotlight on items and markets and disregard social effect of their exercises (Flores, 2011).

1.1.4 Performance of Large Motor Vehicle Dealers

As Seitel (2011) noted, advertising have, after some time, turn out to be more pertinent as an administration work for all way of organizations, particularly CEOs who have come to perceive advertising as a fundamental segment in the basic

leadership process and upgrading organization execution to accomplish different targets, for example, expanded piece of the overall industry, benefit, expanded deals and staff maintenance. Advertising's interest in key administration not just improves authoritative viability and execution (Grunig & Grunig, 2008), yet additionally raises advertising from its more receptive capacity to a proactive, responsive part of expecting and decreasing developing clashes (Grunig, Grunig & Dozier, 2012). What's more, advertising was additionally indicated out deliberately offer best choice moves amid emergency administration, vital arranging and corporate duty arranging at the best level administration level (Lattimore *et al.*, 2007). Likewise, they opine that PR professionals must exhibit their incentive in helping senior administration better execute its choices, thinking in their terms and understanding their needs, in order to wind up a member in corporate basic leadership. In any case, Grunig (2009) went further to propose that advertising specialists must re-organize advertising as a key administration worldview, as opposed to only a practical approach. This implies the PR expert as a member in authoritative basic leadership goes about as a component for hierarchical tuning in and learning (Grunig, 2009). The correspondence procedure should be iterative correspondence programs as relationship development systems, with these methodologies affecting, and affected by, partners, administration choices, issues, and emergency administration techniques, with stream on impacts for authoritative notoriety, relationship results, and accomplishment of hierarchical objectives.

Since the advertising capacity is of vital significance to a firm, it requires close arrangement with an association's predominant coalition, senior administration, and requires recovering key zones of demonstrable skill. The key administration

worldview gives a hierarchically and socially-esteemed way to deal with advertising practice, which is essential for teach to achieve its maximum capacity as a calling (Grunig, 2009). Relationship administration changes the focal point of advertising from a yield-based action, for example, media discharges, to an administration work that utilizations correspondence deliberately to meet the association's targets (Bartlett & Hill, 2007).

Ledingham and Bruning (2008) propose that assessing the viability of advertising programs depends on five relationship measurements: put stock in, transparency, inclusion, speculation, and duty. These measurements were extended by Bruning and Galloway (2013) who included the examination of choices as a relationship measurement that ought to be estimated to assess association open relationship dispositions. The correlation of choices alludes to a blend of the psychological assessment of the enterprise and the level of substitutability of the relationship, the expenses and bother caused through changing to another supplier of the item or administration offered by the association, and furthermore a passionate part with respect to how partners may feel about changing to another provider. To be sure, most advertising offices were extraordinarily associated with key administration to bring outside points of view into key basic leadership (Grunig, 2006).

1.2 Statement of the problem

The increasing levels of competition and need to increase firm performance has made large motor vehicle dealers in both the local and international industries to adopt different strategies to remain competitive, increase performance, increase market share, increase profits, increase sales and profitability. Some have opted to actively

include and involve stakeholders in every facet of their operations because of the realization that business entities operate in an open system, such that they affect and get affected by the society at large (Enquist, Johnson & Skålén, 2009). Hence, the importance of public relation function in a firm, to spearhead the communication between it and the outside stakeholders, has been recognized as facilitating the accomplishment of a firm overall goal such as to increase market share, increase profits, increase sales and profitability, and then supports those goals in a coordinated and consistent way.

The Motor Vehicle Companies in Nairobi, Kenya have played a major role in the contribution to job creation and economic development. The sector employs many workers particularly in its assembly and service sections. However, despite the involvement of the Motor Vehicle companies in various developmental activities, concerns have been raised over their performance in the recent years. The established dealers face intense competition from imported second-hand vehicles despite the Kenya Motor Industry Association lobbying hard to reverse this trend (KMI, 2016). The contribution of the motor industry to the GDP has declined from 21% in 2013 to 12% in 2017. The sector has also witnessed closure of large dealers and their relocation to other countries underpinning the uncertain firm performance in the interim. With the current dynamic business environment, these firms' survival is anchored on developing a unique set of capabilities and competences and application of modern technology.

Several studies have been undertaken concerning the communication between a firm and its stakeholders. Wilson (2014) analyzed the connection amongst organizations and group from the point of view of corporate social duty (CSR) among the Belgium

firms, contending that open impression of an association's CSR responsibility was integral to the arrangement of partner discernments. In an investigation of the dairy business in the Netherlands, Mathis (2007) distinguishes a professional dynamic way to deal with CSR execution as basic to building up a powerful association with open experts. A study by Rehman et al. (2010) on using public relations to strengthen relationships with different stakeholders showed that relationships ensure corporations have minimum conflicts with stakeholders and maximum loyalty from all stakeholders. Locally, Obusubiri (2009) studied public relations and portfolio performance among NSE listed firms and found positive relationship between PR and Portfolio performance. Jerotich (2013) found a strong relationship between the PR practice, and efficiency. From the above reviewed studies, whereas an attempt has been made to seek and establish the effect of public relation on the various facets of the firm, there has been little research to establish the strategic value of PR activities to firm performance especially in the Large Motor Vehicle dealers in Nairobi. Therefore, there was a knowledge gap and this formed the basis of this study on influence of strategic public relations on performance of large motor vehicle dealers in Nairobi City County, Kenya.

1.3 Objectives of the study

1.3.1 General Objective

To establish the influence of strategic public relations on performance of large motor vehicle dealers in Nairobi City County, Kenya

1.3.2 Specific Objectives

- i. To establish the effects of openness strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya.
- ii. To assess the effect of stakeholder involvement strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya.
- iii. To examine the influence of investment strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya.
- iv. To assess the effect of commitment strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya.

1.3.3 Research Questions

The study sought to answer the following questions:

- i) What are the effects of openness strategy on the performance of Large Motor Vehicle dealers in Nairobi?
- ii) How does stakeholder involvement strategy affect the performance of Large Motor Vehicle dealers in Nairobi?
- iii) What is the significance of investment strategy on the performance of Large Motor Vehicle dealers in Nairobi?
- iv) To what extent does the commitment strategy affect the performance of Large Motor Vehicle dealers in Nairobi?

1.4 Significance of the Study

The findings may be of great importance to the policy makers in Kenya. They include the Ministry of Trade and Industrialization, Kenya Revenue Authority, Kenya Bureau of Standard as they formulate policies on motor vehicle import and dealership laws. The business association bodies such as Kenya Association of Manufacturers (KAM) may gain insightful guidance on how an organizations public relations activity may influence organizational performance by effectively incorporation of the findings in their decision making. From the research findings, the policy makers may be able to develop targeted policies that leverage on the firms PR. In addition, they may be able to engage the government from the recommendations of the study on how to shore up the PR function in the motor vehicle firms in Kenya. The resultant intervention measures were aimed to improving the overall performance of the manufacturing firms.

The study will further be beneficial to the management of the large motor vehicle dealers in Kenya in improving their firm performance. This research clearly depicted how the Motor vehicle companies should adapt PR for financial and non-financial benefits. The study quantified on the type of PR activities and their benefits to the performance in the Motor vehicle companies in Nairobi, Kenya. This research added content to Stakeholder theory, public relations theory and other theories relevant to the public relations theory. The research may be beneficial to the government of Kenya in policy formulation towards promotion of PR for the other sectors for a better economy.

The study may further benefit the future scholars as it provides data that can be used in their future research efforts. This research attempted to fill the knowledge gap existing on how public relations are of strategic value on the performance of large motor vehicle dealers in Nairobi. It also demonstrated the level of adoption of PR in these motor vehicle companies and how beneficial it was to them. With no similar research having been carried out in the Motor vehicle companies in Nairobi, Kenya on PR and Performance, this study may provide relevant information on the subject matter. The findings of this research could be used by other researches for further studies.

1.5 Scope of the Study

This research focussed on large motor vehicle Dealers operating in Kenya and specifically Nairobi. The study targeted senior managers in the corporate communication departments being the key implementers of the public relation strategies and the drivers of the company's policies. Business development departments in the 15 motor vehicle firms that operated in the Nairobi were used because this are the department that deal with the outside customers and thus touch on the company's image and the public in general. They are positioned in such a way that they reflect the image of the company both locally and international. In addition, the study sought to establish the influence of public relations strategy on the motor vehicle firm's and as such, the findings did not necessarily apply to other sectors in the country. Specifically, the study looked at the effects of openness public relations strategy, stakeholder involvement public relations strategy, investment public relations strategy and commitment public relations strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya. The study included Large Motor

Vehicle dealers in Nairobi as well as those that are members of Kenya Motor Industry Association. However, the study excluded Large Motor Vehicle dealers outside Nairobi and those that are not members of Kenya Motor Industry Association.

The study adopted a descriptive survey approach. The data collection tool of the study was a structured questionnaire that focused on the public relations strategies such as openness, involvement, investment and commitment to bring out conclusion. In addition, the corporate affairs department heads in the respective organizations were targeted as the respondents locally in that they also represent the position of the company in the mind of the public other than both internal and external customers.

1.6 Limitation of the Study

The secrecy associated with private institutions and stringent regulations on disclosure of confidential information could scare some staff from objectively expressing their views on strategic issues. However, the study sought the authority from institutions human resource department to issue a letter addressed to the respective target respondents introducing the researcher as a student of Kenyatta University who was carrying out a research study in partial fulfillment for the requirement of the award of a Master's in Business Administration.

Some respondents could fail to return the questionnaires due to time limitations and lead to inconclusive results. To counter this problem, the researcher ensured that reminders were send to the respondents through electronic mail, phone calls and even personal visits to improve compliance in filling and submission of the questionnaires.

1.7 Organization of the Study

The study is organized in five chapters. Chapter one presented the background to the study, statement of the problem, objectives of the study, significance of the study, scope of the study and limitation of the study. Chapter two presented the literature review of the study both theoretical review and empirical review. It also provided the conceptual framework of the study. Chapter three was the research methodology chapter which provided the research design, target population, data collection instrument, validity and reliability, data collection procedure, data analysis and presentation and ethical considerations. Chapter four presented the research findings and discussions while chapter five presented the summary, conclusion and recommendations of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides an extensive review of theoretical literature relating to the strategic public relations and firm performance. The specific areas covered are theoretical review, empirical review, summary of literature review and research gaps and conceptual framework.

2.2 Theoretical Literature Review

As indicated by Kilbourn (2006), the hypothetical point of view in inquire about mirrors the analyst's hypothetical introduction, which is essential to translating the information in subjective, regardless of whether it is express or verifiably expressed. As it were, hypothetical point of view assumes a part as the channel for centering and restricting the information to be gathered. This examination will be tied down on open relationship administration hypothesis, partner hypothesis and asset reliance hypothesis.

2.2.1 Relationship Management Theory

Relationship management theory was advanced by Elton (1920) who by combining exchange theory and dialectical perspectives, agreed with earlier works by Baxter that a relationship is an ongoing process and that the relationships development is affected by the state of the previous process. An organizations relationship and involvement with the public starts when an organization realizes its interdependence with other units in the institutional environment appreciates the role that each of the stakeholders play in an effective operation of the firm. Hence the types of relationship that an

organization wishes to develop with its public determine the use of the cultivation strategies though the types of the relationship that ensue might be different from the original expectations that the organization expected (Feddersen & Gilligan, 2011).

Hung (2005), noted that associations – open relationship emerge when associations and their key open are reliant and that this reliance brings about outcomes in each other that associations need to oversee. In this line, the relationship administration hypothesis clarifies that common advantage happens when organization– open connections are viably overseen, and depicts how a symmetrical relationship rises through the administration engaged, after some time, on basic interests and shared objectives. The hypothesis determines quantifiable results, for example, common advantage for associating and contribution associations and publics. This position has been bolstered by examine concerning relationship administration in contrasting settings completed by specialists, for example, (Bruning & Ledingham, 2011). As was featured by Broome *et al.* (2012) criteria, the relationship hypothesis distinguishes the demonstration (successful administration) that creates an outcome (shared comprehension and advantage) under indicated conditions (an attention on shared objectives and normal interests after some time). In any case, McWilliams *et al.* (2012) state that partners discover the way toward deciding if an enterprise's exercises meet their benchmarks for social obligation to be especially troublesome. As a result of hilter kilter data and impression of data predisposition, approving the degree to which the association's announcing and exposure precisely reflect CSR exercises may cause partner doubt and this hampers the condition of connection between the business firm and the partners.

Feddersen and Gilligan (2013) contend that outer confirmation of CSR exercises is a critical strategy for tending to this worry. McWilliams et al. (2012) declare that organizations will be more averse to uncover and receptiveness to the business drivers of CSR speculation, for example, item advancement, work cost control, and notoriety building. An organization's creation/working strategies can impact a scope of partner, for example, client conclusions not at all like when the learning of organization working attributes are not effectively gotten to by purchasers, when activists play a critical data scattering part, and when partner activities can modify the working choices of the firm Feddersen & Gilligan, (2011).

The theory is relevant to this study since it advocates that a relationship between company management and its stakeholders is an ongoing process and is affected by the state of the previous process. The relationship management theory anchored the first and fourth objectives of the study; to establish the effects of openness public relations strategy on the performance of large motor vehicle dealers in Nairobi, Kenya and to assess the effect of commitment public relations strategy on the performance of large motor vehicle dealers in Nairobi, Kenya.

2.2.2 Stakeholder Theory

The stakeholder theory is exceptional by Freeman (1984). The hypothesis recommends that the motivation behind a business is to make however much esteem and venture as could reasonably be expected for partners past the investors. With a specific end goal to succeed and be reasonable after some time, chiefs must keep the interests of clients, providers, workers, groups and investors adjusted and going a similar way. Thusly, chiefs are not only liable to investors. Notwithstanding investors

or investor they additionally need to consider any gathering or person who can influence or is influenced by the accomplishment of the association's destinations. The center thought of partner hypothesis is that associations that deal with their partner connections viably will survive longer and perform superior to associations that don't.

The findings places that organizations have both express and certain agreements with different constituents and are in charge of respecting all agreements. Partner hypothesis, features the need to serve every one of the partners paying little mind to the measure of their legitimate advantages in an association and along these lines manages the associations with the partners both regarding the procedure and the result (Gilbert & Rasche, 2008). Thus as opposed to beginning with a business and watching out into the world to perceive what moral commitments are there, partner hypothesis begins on the planet. It records and depicts those people and gatherings will's identity influenced by (or influence) the organization's activities and inspects their real claims on the business. As indicated by Bigne *et al.* (2012) the worry for social issues influencing shoppers, for example, nature has come about to organizations receiving advertising exercises that are intended to associate the brand with the association's purchasers consequently enhancing customers impression of the firm. Specialists have recognized that any firm can center around living up to partner's desires (being partner situated) and that such procedure possibly upgrades business exhibitions (Ferrell *et al.*, 2010; Phillips *et al.* (2010).

Partner's hypothesis takes a gander at both inward and outside partners. Workers and bosses are inside partners who specifically take an interest in the task of business. Dispositions of workers and support of corporate activities would be of basic

enthusiasm to the administration since representatives are enter in the accomplishment of and impact of corporate basic leadership (Spitzeck & Hansen, 2010). Organization administrators are basically accused not of speaking to the interests of investors but rather with the more social assignment of planning the premiums of all partners, adjusting them on account of contention and boosting the total of advantages over the medium and long haul. The adequacy of administrative activities relies upon how well Managers comprehend partner's interests and impacts how they react to them (Wing-Hung Lo *et al.* (2010). Chiefs should utilize approaches which screen partners, for example, ecological checking and partner introduction as these comprehends the more extensive business condition. Outer partners then again, are people or gatherings outside the organization that can influence or be influenced by an association's exercises (Fassin, 2008). They similarly have impact on basic leadership and in this way it is critical when they acknowledge the association's social duty exercises. Purchasers have been believed to blacklist a firm in view of dishonest conduct e.g. Settle is as yet being rebuffed by a few clients due to its exercises with respect to sketchy advancing of newborn child equation in creating nations. Another case is the point at which a processing plant produces modern waste, an advertising viewpoint joins duty straightforwardly to industrial facility proprietors to discard the waste securely (Boyd, 2012).

Partner's voices must add to corporate choices and as much as they may possess no stock they have an ethical claim to take an interest in the basic leadership process. Conveying advertising exercises to the partners impacts corporate picture and notoriety. There is a positive connection between advertising develop and notoriety, which thusly impacts piece of the overall industry however not benefit (Mehdi, 2015).

The stakeholder theory informed the second objective of the study; to assess the effect of stakeholder involvement public relations strategy on the performance of large motor vehicle dealers in Nairobi, Kenya.

2.2.3 Resource Dependence Theory

This hypothesis was created by Pfeffer and Salancik (1984). The resource dependency theory's (RDT) basic premise is that organizations contrast in essential ways on the grounds that each firm has a "one of a kind" heap of assets substantial and elusive resources and hierarchical capacities to make utilization of those benefits. Asset reliance hypothesis is the first to give a bound together hypothesis of energy at the hierarchical level of examination in authoritative research (Casciaro & Piskorski, 2005). It accepts that an association's weakness to additional authoritative impact is halfway dictated by the level of reliance on specific sorts of trades for its task with outer condition. Nonetheless, the trading of assets with nature or different associations isn't steady and along these lines this makes vulnerability or shakiness which undermines the proceeded with presence of the associations.

Asset reliance hypothesis (RDT), which centers on putting aside satisfactory assets for advertising movement, gives a sound hypothetical method of reasoning for the social control of associations. It underlines the significance of the outside condition and portrays associations as open-framework structures that try to deal with their levels of reliance on the connection and in doing as such; it needs to set aside enough assets that encourage the two-way cooperation (Thompson, 2011). Asset reliance hypothesis expects two interrelated explanations behind the arrangement of trade relations happening among associations: specialization and shortage. In the first place, most

associations perform particular capacities, however can't get to every important asset to satisfy the specialization and this subsequently requires a trade with different associations to acquire fundamental assets accessible to their trade accomplices, yet not accessible to them (Gilbert & Rasche, 2008). The reliance unevenness is the determinant of the powerlessness of associations.

Wilson (2015) underscored that reliance "exists at whatever point one performing artist does not so much control the majority of the conditions essential for the accomplishment of an activity or for acquiring the result wanted from the activity. By this definition, albeit the two performing artists are commonly reliant in a trade, it doesn't imply that they are dependably similarly subject to each other since associations are remarkable and require diverse measure of basic assets from each other and outer condition (Wilson, 2015). Besides, Humphreys', Li and Chan (2014) proposed an essential idea of energy reliance in social trade relations in that power in a general sense dwells in the reliance of one on-screen character on another and that if an association is more subject to its trade accomplice, the subsequent net-positive reliance on the accomplice, or the accomplice's reliance leverage, was understood as the wellspring of accomplice's energy. The resource dependence theory anchored the third objective of the study; to examine the influence of investment public relations strategy on the performance of large motor vehicle dealers in Nairobi, Kenya.

2.3 Empirical Literature Review

The section covers studies that are done in line with the study objectives.

2.3.1 Openness Public Relations Strategy and Firm Performance

A study by Inedegbor, Hurst, Buttle, Lehrer, Sandars, Ahmed, Ganiyat, and Rashdidat (2012) explored the effect of business correspondence on hierarchical execution in Nigerian organizations. The examination particularly explored the connection between business correspondence and authoritative execution in Nigeria utilizing a contextualized and writing based research instrument to gauge the utilization of the explored —constructs. Utilizing the overview technique, the examination acquired example information from small and extensive assembling and administration organizations working in Lagos State of Nigeria. The examination instrument indicated empowering proof of unwavering quality and legitimacy. Information was dissected utilizing distinct insights, rates and t-test examination. The investigation found that viable business correspondence is underlined to a sensible degree in the reviewed Nigerian organizations. Be that as it may, the level of accentuation was an issue of degree. It was additionally discovered that the degree of practices of powerful business correspondence, were identified with the class of business (benefit as opposed to assembling) and its size. However, this study focused on only organizations in Nigeria. Since the results cannot be generalized to organizations in the Kenyan context, more specifically large motor vehicle dealers, this study sought to fill the gap by investigating the effect of strategic public relations on the performance of large motor vehicle dealers in Nairobi in Kenya.

Neves (2012) utilized a cross-slacked board configuration to look at the transient connection between administration correspondence and saw hierarchical help (POS), and its results for execution. Survey was done on administration correspondence and POS 2 times, isolated by a 3-year interim, in a social administration's association (N

= 236). The discoveries propose that administration correspondence was emphatically connected with a fleeting change in POS. What's more, it was discovered that POS completely intercedes the connection between administration correspondence and both in-part and additional part execution. The examination propelled the hypothetical learning concerning how administration correspondence influences execution, with suggestions for training. In particular, it uncovered that administration correspondence influences execution chiefly on the grounds that it flags that the association thinks about the prosperity and qualities the commitments of its representatives. The study was however limited to management communication and perceived organizational support and therefore this study investigated the effect of strategic public relations (openness strategic public strategy, stakeholder involvement public relations strategy, investment public relations strategy, and commitment public relations strategy) on the performance of large motor vehicle dealers in Nairobi, Kenya.

Rho (2013) evaluated the effects of authoritative correspondence on the impression of formality by contrasting inward correspondence and outside, particularly customer arranged, correspondence in both open and charitable associations. The study adopted a causal research design and the investigation depended on the poll information from the National Administration Studies Project (NASP) - III, shut in January 2006, assembled from a review of open and philanthropic chiefs in the conditions of Illinois and Georgia. Results demonstrated that incessant correspondence with customers assumes a vital part in lessening apparent formality, and segment-based contrasts amongst open and not-for-profit divisions impact the effect of correspondence compose on formality discernment. The findings of the study concentrated on only

one variable of public relations strategy and thus the current study sought to fill the gap by studying the effect of openness strategic public strategy, stakeholder involvement public relations strategy, investment public relations strategy, and commitment public relations strategy on the performance of large motor vehicle dealers in Nairobi, Kenya.

2.3.2 Stakeholder Involvement and Firm Performance

Aregbeshola and Munano (2012) investigated the connection between stakeholder inclusion in vital arranging and association's execution at the University of Venda. Polls were regulated to an objective populace of 150 drawn from the scholarly, regulatory and benefit staff, understudies and administration staff with 130 being returned (75.3% reaction rate) yet 113 being usable. Level of inclusion was estimated on a Likert's 5-point scale. Over 67% of the respondents showed that the open door gave by the administration to the partners of the University to take an interest in the key arranging process in the long run impacted the usage of the vital arrangement. While around 19% were uncertain of the degree of that effect, around 14% trusted that the usage of the key arrangement has nothing to do with the open door given to partners to take an interest in the arranging procedure. 67% of respondents showed that giving chances to the staff individuals (regardless of the hierarchical framework) has a positive effect on the staff inspiration to completely and dedicatedly actualize the technique in a way that guarantees a change in the general execution of the University. The examination presumed that effective usage of the key arrangement is commenced on the opportunity conceded to partners to take an interest in the vital arranging process. However, the study ignored other strategic public relations strategies such as openness public relations strategy, investment public relations

strategy, and commitment public relations strategy which have the potential to influence performance. Additionally the study was conducted at the University of Verda and thus limiting the generalizability of the results.

Mwikuyu (2012) completed an examination on the degree of partner inclusion in methodology detailing and usage in the National Social Security Fund. The study employed a descriptive research design. The investigation utilized a meeting manual for getting reactions from the respondents in order to get inside and out data from them. The examination focused on departmental heads, all based at the central command in Nairobi Kenya. From the examination discoveries, it was uncovered that the majority of the divisions rehearses vital arranging and do partner investigation to decide the different partner premiums. The investigation set up that the greater part of the offices includes their partners in technique definition and execution and that different components impact the degree to which these multi-partners are included. Even though the study revealed that inclusion of all the stakeholders influences performance, the results cannot be applied to large motor vehicle dealers in Nairobi in Kenya and therefore the current study sought to fill the gap.

Owuor (2011) took a gander at the partner inclusion in methodology definition in Kenyan state organizations. The study adopted a descriptive research design and the investigation utilized essential information which was gathered utilizing a semi-organized survey with both open and close finished inquiries. The study utilized 50 state partnerships drawn randomly, and targeted senior and center level supervisors by regulating a semi-organized survey with open and closed ended inquiries. From the examination discoveries, it was uncovered that most state companies rehearse key arranging with an impressive extent not including their partners significantly. Partner

examination was completed to decide the different key partners which may influence the methodology plan process. The distinctions in the express companies' exercises and partner gatherings' attributes were found to have much bearing on the elements that impact the degree of their inclusion. The study centered only on Kenyan state organizations without considering the private owned organizations and therefore the current study was conducted in large motor vehicle dealers, and some of them are privately owned.

Obonyo (2013) sought to establish and identify the extent of stakeholder involvement in the strategic process at the Ministry of Land, Housing and Urban development and to establish the effect of external stakeholders' involvement in the performance of the Ministry. A case study approach that involved interviewing senior management team in the Ministry was employed. The research finding was that the stakeholder involvement in the Ministry had positive effects on the strategic process of the Ministry such as reduction in the process time for strategy implementation, reduced resistance from the public to implemented strategies, attributed to the reduced resistance by the stakeholders, improved cooperation influenced the legislation, service charters and requirements of the Ministry, customer care policies and information sharing. The study findings cannot be generalized to the large motor vehicle dealers in Nairobi and thus necessitated an investigation into how stakeholder involvement influences performance of large motor vehicle dealers in Nairobi, Kenya.

Lomunan (2014) sought to determine stakeholder involvement in the realization of strategic objectives at Tullow Oil, Kenya. The study sought to establish stakeholder involvement in the strategic process and realization of strategic objectives. A case study research design was used with collection of data through face to face interview

with the researcher. An interview guide was used by interviewer on five (5) respondents out of the targeted six (6) who were mainly drawn from the top and middle level management of the company. The study found that proper stakeholder involvement led to increased efficiency and reduction of costs in their operations, as a result of greater cooperation and or reduced stakeholder conflicts. The study further revealed that success is easily achieved when a firm cultivates better stakeholder involvement practices which lead to increased outputs, greater cooperation and coordination with the local community which significantly led to successful strategy implementation process and thus achievement of the organizational goals. The study however focused solely on stakeholder involvement and did not look at how other public relations strategies influence strategic realization and thus the current study will explore the effect of openness strategic public strategy, stakeholder involvement public relations strategy, investment public relations strategy, and commitment public relations strategy on the performance of large motor vehicle dealers in Nairobi, Kenya.

2.3.3 Investment Public Relations Strategy and Performance

Shamsan and Otieno (2015) did an examination on impacts Public relations Strategy: a contextual analysis of Kenya Red Cross society by adopting a descriptive design. The respondents for the study were selected through stratified random and purposive sampling techniques. The discoveries demonstrated that there is a noteworthy impact of key advertising on association execution. This was though the financial commitment that was required in order to undertake it. The investigation found that advertising influences the correspondence to work applicable in the key administration process through its attention on correspondence with key partners and

adjusting correspondence objectives to the hierarchical mission, improves assembly of inside and outside help for corporate and keeps representatives educated about special openings, industry patterns and best practices through its worry with picking up, demonstrating the company to itself and as a good example of association for both outer and inner conditions and having an overwhelming part in accomplishing authoritative development. The study however focused on the Kenya Red Cross, a case study and thus limiting the capability to generalize the results. Also, the variables studied were organizational alignment, crisis management, media relations, and donor relations.

Nyenjeri *et al.* (2014) inspected the impacts of advertising in conveyance of ranger service administrations at Kenya Forest Service Headquarters. Data was gathered from a sample of 70 respondents through an overview. Straightforward arbitrary testing was utilized to choose respondents for the investigation. Meeting plan was produced and used to gather information from Heads of Departments and an arrangement of survey regulated to whatever is left of the members. Factual Packages of Social Sciences (SPSS) and Excel were utilized to investigate the coded information. The data was displayed in figures and translated in view of unmistakable measurements. The examination presumed that undoubtedly PR assumes an imperative part in building item mindfulness, making enthusiasm, giving data and fortifying the brand. The examination prescribes that KFS ought to use PR all the more effectively to make more attention to its staff, clients, partners and people in general. However, the study was a case study and therefore results cannot be generalized to other organizations.

Omondi (2012) completed a basic examination on the execution of advertising practice in Government Ministries in Kenya. The investigation embraced the review look into outline. It utilized an example size of 79 out of the 100 Public Relations Officers in government services and offices. Out of the example, 46 reacted speaking to a 58.2% return rate. The investigation utilized purposive testing. The investigation found that PR rehearse has had high effect in government services and divisions as per 45.2% of the respondents. Nineteen percent of the respondents said that PR exercises have had high effect in their associations while 33% of the respondents said that the PR exercises have average affected their associations. Just 2.4% trusted that PR exercises have had low effect on their association. The examination suggested that PROs be made the official spokespersons of their separate services or offices to accord them the chance to clarify approach matters and draw in additional with the citizenry. It prescribed that further research be done on the pertinence and effect of PR hone in government. It additionally prescribed that exploration be completed to build up the linkage between the absence of a national correspondence strategy structure and the definition of correspondence procedures by different services. However, study focused on public relations practice and there as little studied on strategic public relations and performance and therefore the current study sought to fill this gap.

2.3.4 Commitment Public Relations Strategy and Firm Performance

Agreeing Akintayo (2010) the connection between representative responsibility and efficiency isn't built up. The agreement on this, be that as it may, is that over the long haul duty prompts expanded profitability. The most grounded ramifications of the majority of the exploration is that the two factors, responsibility and execution, are

generally free of each other. It appears there are two conceivable purposes behind this. The main reason is that in numerous employments varieties, duty can't prompt varieties in profitability (Bin, Ahmed, Shafi & Shaheen, 2011).

Besides, notwithstanding when connections of this sort do show up, the affiliations may in any case be false, since both might be related with different factors also (Bin, Ahmed, Shafi & Shaheen, 2011). At the end of the day, duty and efficiency might just have to a great extent isolate easygoing ways, one arrangement of components interest in innovation decides profitability, another set apparent value of prizes produces representative responsibility (Akintayo, 2010). Efficiency increments as an association proceeds to discover better approaches to utilize less assets keeping in mind the end goal to deliver its yield. In a business domain in any case, profitability change is basic for long-run achievement of the organization (Bin, Ahmed, Shafi & Shaheen, 2011).

A broadly acknowledged suspicion is that better work environment condition spurs representatives and creates better outcomes (Brown, McHardy, McNabb, & Taylor, 2011). Office condition can be portrayed as far as physical and behavioral parts. These parts can additionally be isolated as various free factors (Gantasala, 2011). An association's physical condition and its plan and format can influence worker conduct in the working environment. Scientists evaluate that upgrades in the physical outline of the work environment may bring about a 5-10 percent expansion in worker efficiency (Conway, Edel, Kathy & Monks, 2010). Moreover, the physical condition is a device that can be utilized both to enhance business results and representative prosperity (Leblebici, 2012). Guaranteeing sufficient offices are given to representatives is basic to creating more noteworthy worker duty and efficiency

(Sekar, 2011). The arrangement of lacking hardware and antagonistic working conditions has been appeared to influence worker duty and aim to remain with the association. From a security viewpoint, it demonstrates that natural conditions influence worker wellbeing recognitions which affect upon representative responsibility (Omar, 2010). Broad logical research has likewise yielded signs proposing that enhancing working condition brings about a diminishment in various protests and truancy and an expansion in efficiency (Shapiro, 2008).

In that capacity in the twenty-first century, organizations are adopting a more vital strategy to natural administration to upgrade their profitability through enhancing the execution level of the workers. It is clear in the examination discoveries of (Sekar, 2011) that the more fulfilled specialists are with their occupations the better the organization is probably going to perform as far as ensuing gainfulness and especially efficiency. The creator further, contends that in the connection between work, the work environment and the devices of work, work environment turns into a fundamental piece of work itself (Sekar, 2011).

The administration that directs how, precisely, will expand worker profitability as it's revolved around two noteworthy territories of center: individual inspiration and the framework of the workplace (Sekar, 2011). There are different writings that characterize diverse elements that impact the execution of the workers, however scientists clarify the parts of the workplace condition, for example, cooperation as having been seen to be the segment to have the best impact on profitability and representative responsibility, and diversion was seen to have the most negative (Haynes, 2008). Through increases in profitability supervisors can diminish costs, spare rare assets, and improve benefits. Thus, enhanced benefits enable an association

to give better pay, advantages, and working conditions which result to worker responsibility. The outcome can be higher nature of work representatives, who will probably be roused and submitted toward encourage enhancements in efficiency (Zheng, 2010).

Scarcely any examines have been directed on the territory of mergers particularly on execution of refreshment organizations in Kenya and for the most part have neglected to demonstrate that there is a connection between capital base, proficiency, rivalry and ability and the execution has propelled the scientist to fill this hole in the writing.

Table 2.1: Summary of Literature Review and Research Gaps

Author	Topic	Methodology	Findings	Research gap	Focus of the current study
Shamsan & Otieno (2015)	Effects of strategic public relations on organization performance: a case study of Kenya Red Cross society.	Stratified and purposive sampling techniques	The findings indicated that there is a significant effect of strategic public relations on organization performance. The study found that public relations makes the communication function relevant in the	The study findings are only applicable to Kenya Red Cross society.	Strategic public relations and performance of large motor vehicle dealers in Nairobi, Kenya.

			strategic management process		
Lomunan (2014)	Influence of stakeholder involvement in realization of strategic objectives at Tullow oil, Kenya.	Descriptive design Case study	Stakeholder involvement lead to increased efficiency and reduced operational costs	Ignored other public relations strategies that could have contribute to realization of strategic objectives.	Focuses on strategic public relations and performance of large motor vehicle dealers in Nairobi in Kenya.
Nyenjeri, Kinyua, & Wawire (2014)	Effects of public relations on delivery of forestry services at Kenya forest service headquarters	Descriptive design Case study	Public relations enhances the delivery of services	Results cannot be generalized to all organizations.	Strategic public relations and performance of large motor vehicle dealers in Nairobi Kenya.
Obonyo (2013)	Extent of stakeholder involvement in the strategic process and performance at the ministry of land, housing and urban development	Descriptive study design	There exists a positive relationship between stakeholder involvement and strategic process and performance	Underestimated the effect of other public relations strategies	Strategic public relations and performance of large motor vehicle dealers in Nairobi, Kenya.
Rho (2013)	The impacts of organizational communication on the perception of	causal research design	The findings was that the organizational communication	The study findings are only focused on one variable of public	Effect of openness strategic public strategy, stakeholder involvement

	red tape by comparing internal communication with external, especially client-oriented, communication in both public and nonprofit organizations		tion affects organization performance	relations strategy	public relations strategy, investment public relations strategy, and commitment public relations strategy on the performance of large motor vehicle dealers in Nairobi, Kenya.
Omondi (2012)	Critical analysis on the performance of public relations practice in Government Ministries in Kenya. The study adopted the.	survey research design	The study found that PR practice has had high impact in government ministries and departments	The study findings focused only on PR practice And thus little information regarding relationship between strategic public relations and performance of firms could be retrieved from the study	Effect of strategic public relations and performance of large motor vehicle dealers in Nairobi, Kenya.
Mwikuyu (2012)	Extent of stakeholder involvement in strategy formulation	Descriptive research design	The findings concluded that most of the	Findings focused on National Social Security	Strategic public relations and performance of large

	and implementation in the National Social Security Fund		department's practice strategic planning and carry out stakeholder analysis to determine the various stakeholder interests	Fund only and could not be generalized to motor vehicle companies.	motor vehicle dealers in Nairobi, Kenya.
Aregbeshola & Munano (2012)	Relationship between stakeholders' involvement in strategic planning and organisation's performance at the University of Venda.	Exploratory survey	The finding was that stakeholders' involvement in strategic planning have significant effect on organisation's performance	Findings focused on Organisation's performance at the University of Venda and thus cannot be generalized to other motor vehicle companies.	Strategic public relations and performance of large motor vehicle dealers in Nairobi, Kenya.
Inedegbor et al. (2012)	Impact of business communication on organizational performance in Nigerian companies.	causal research design	The study concluded that business communication have a positive influence on organizational performance	Limited to Nigerian companies only	The current study will be conducted in Kenya, specifically focusing on Strategic public relations and performance of large motor vehicle dealers in Nairobi, Kenya.
Neves (2012)	The temporal relationship	cross-lagged panel design	The study concluded	Limited to manageme	Strategic public

	between management communication and perceived organizational support (POS), and its consequences for performance.		that management communication have a positive influence on organizational performance	nt communication and perceived organizational support only	relations and performance of large motor vehicle dealers in Nairobi, Kenya.
Owuor (2011)	Stakeholder involvement in strategy formulation in Kenyan state corporations.	Descriptive research design	The study recorded that Stakeholder analysis was carried out to determine the various key stakeholders which may affect the strategy formulation process.	The study was restricted to Kenyan state corporations only	The present study sought to investigate strategic public relations and performance of large motor vehicle dealers in Nairobi, Kenya.

Source: Author (2018)

2.5 Conceptual Framework

A conceptual framework can be characterized as an arrangement of wide thoughts and standards taken from important fields of enquiry and used to structure a consequent introduction. A reasonable structure is a compact portrayal joined by a graphical or visual delineation of the real ideas of the examination and the theorized connections and linkages among them (Mugenda & Mugenda, 2008). The schematic graphs underneath will not just guide the investigation however will likewise demonstrate the interrelationship among the key factors in the examination as represented in figure 2.1 below.

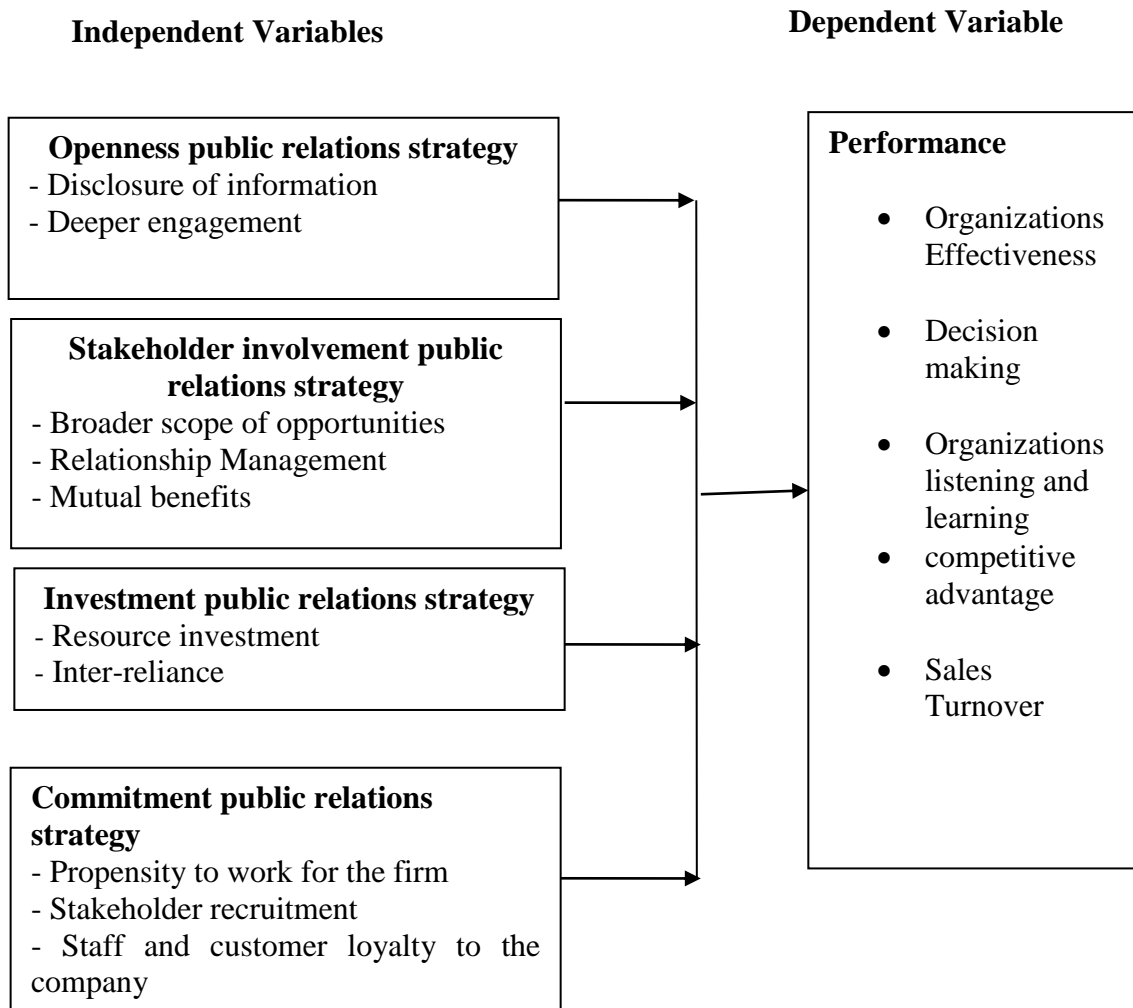


Figure 2.1: Conceptual Framework

Source: Author (2018)

In the conceptual framework in 2.1 above, the independent variables are openness public relations strategy; stakeholder involvement public relations strategy; investment public relations strategy, and commitment public relations strategy and performance of Large Motor Vehicle dealers in Kenya being the dependent variable. If these factors are aligned with the strategic management process, then the firm's strategic plans will be better formulated and implemented. Organization that is open in their dealings with the public are likely to have competitive advantage over the other as this may result to quality product and variety reduction.

Each of the independent variables (openness public relations strategy; stakeholder involvement public relations strategy; investment public relations strategy, and commitment public relations strategy) is proposed to have a significant effect on the performance of Large Motor Vehicle dealers in Kenya depending on how the Motor Vehicle industries factor them in their strategic decision-making.

Openness alludes to the measure of learning uncovered between two particular gatherings: the association and its partners, and in this way the association's agents and individual partners. The barricade individuals lead accompanying sessions with the instructive board of trustees amid which interpersonal organizations and companionships empower receptiveness with significance each individual's particular advantages and current examination to ensure that the symposium's program gives unmistakable preferences to each individual concerned.

Contribution alludes to the profundity of cooperation and consequently the dependence between two parties. Larger amounts of inclusion light-radiating diode to a more extensive extent of chances to acknowledge mutualist results, and subsequently a key asset through relationship administration. From related degree social point of view, association is inspected as far as the profundity of collaboration and hence the dependence between the individual and friends. As far as relationship administration, speculation alludes to the profundity of asset sense of duty regarding the connection and between dependence between two parties. Wherever partners have the following inclination to proceed inside the relationship, the greater level of duty could be a supply of upper hand for the association. Wherever individuals have a high inclination to proceed inside the relationship, there's partner degree social level of duty that will be a vital piece of the connection.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the proposed research design, the target population, area of study, data collection instruments and the techniques for data analysis.

3.2 Research Design

The study was based on descriptive research design. The research design was the most appropriate design as it allowed use of both quantitative and qualitative methodologies. The two approaches are complementary and enabled triangulation of data from different sources. The research design is cost effective in terms of finances and time and is not vulnerable to confounding factors because data was collected at one point in time Rindfleisch *et al.* (2008). The Office of Human Research Protections (2013) characterizes a clear report as one in which data is gathered without changing nature and directed to exhibit connections between things. As per Cooper and Schindler (2013) an enlightening exploration configuration is worried about discovering the; who, what, where, when and how much. The outline was considered proper in light of the fact that the principle intrigue will investigate the part of advertising capacity as a key an incentive in an association.

The data was cross sectional in nature since it covered a cross section of all motor vehicle companies in Nairobi. A cross sectional design was deemed appropriate in this case since the study was conducted at the same time across all the firms and also since a causal study was undertaken in a non-contrived setting with no researcher

interference. This design has been applied successfully before in similar studies by Kald (2003) and Kosmidou *et al.* (2005).

3.3 Target Population

The target population was large motor vehicle firms operating in Nairobi, who are members of the Kenya Motor Industry Association (Appendix 3). According to the Kenya Motor Industry Association, there are fifteen such firms operating in Nairobi. Kirkpatrick *et al.* (2014) defines large business firms as those employing more than 50 employees and above. In Ghana, a large business enterprise generally employs 30 people and above (Thomi & Yankson, 2015). In Kenya, a large business employs 50 or more people, has a sales turnover of at least Kshs. 3 million and sales per employee of at least Kshs. 60,000 (Aosa, 2008). Thus, the definition of large business varies from country to country, however for the purpose of this research, definitions by Central Bureau of Statistics (2016) was considered more appropriate since the studies was conducted in Kenya under similar conditions. The listed organizations fall under these criteria.

The rationale behind studying the large motor vehicle firms was because the motor industry is a critical pillar of the Kenya economy. The firms not only act as a revenue generation avenue to the government through taxation but also as one of the existing major employers in the manufacturing sectors in Kenya. The sector however faces stiff competition from vehicle imports from Japan and other European nations threatening its survival and performance. Through applying strategic public relations strategies, these firms hope to remain relevant to the Kenyan customers and increase their competitive edge in the highly dynamic motor industry.

The unit of analysis was the large motor vehicle dealers while the unit of observation was the four strategic public relations strategies including; openness, stakeholder involvement, investment and commitment strategy.

3.4 Data Collection Instrument

The study collected both primary and secondary data. The primary data was collected using questionnaire. A semi-structured questionnaire was the data collection tool that was employed in this study given that the sample size would take long to be interviewed (Jackson, 2009). The questionnaire was administered through drop and pick later method where the respondents were allowed time to respond to the study questions. The researcher kept reminding the respondents to fill in the questionnaires through courtesy call and visits. The method was best suited for the study as it allowed the respondents adequate time to fill in the questionnaires given their busy work schedule, hence a higher response rate and high-quality data was collected (Trochim, Donnelly, & Arora, 2015). The questionnaire covered all the study specific objectives using a mixture of closed ended and five-point Likert questions.

The questionnaire was made up of six parts; Part A covered the demographic information of the respondent and general information about the company, Part B dealt with the openness public relations strategy and performance, part C presented items at gathering information on stakeholder public relations strategy and performance, while part D covered the investment public relations strategy and performance. Part E pertained to questions aimed at collecting information on commitment public relations strategy and performance whereas the last section, part F explored the performance of large motor vehicle dealers. The questionnaire was

administered to corporate communication managers and business development Managers in the respective firms. Secondary data on the subject area was collected through annual reports and organizational publications both from the selected firms.

3.5 Validity and Reliability

3.5.1 Validity

To establish the validity of the research tool, the researcher sought expert opinion from lecturers well versed with the study matter from the University. The lecturers were instrumental in establishing the content and construct validity of the research tool along the three thematic areas. This ensured that the variables were well conceptualized and measured as well as removed any ambiguity in the questions asked (Kothari, 2014).

Probing technique was used, meant that the questionnaire had control questions whereby the respondents were asked to assure that no misunderstandings took place during the filling process. The questionnaire was filled by the most knowledgeable person in the targeted departments and the one who had access to information.

3.5.2 Reliability

The researcher ensured the reliability of the data collection tools through piloting of the tools. This ensured that the tools produced consistent outcomes upon repeated trials (Nsubuga, 2006). The researcher carried out a pilot study among 6 management staff who would not participate in the main study. The pilot was repeated after one week using the same respondents and the results were keyed in SPSS. The reliability of the instrument was estimated using Cronbach's Alpha coefficient where a

coefficient of 0.70 achieved at at $\alpha=0.05$ significance level was considered sufficient (Rindfleisch *et al.* (2011).

From the pilot study data collected the study sought to ascertain the reliability of the questionnaires. The aggregate reliability results are as shown in Table 4.3 below.

Table 3.2 Reliability test results

Variables	Cronbach alpha values
openness strategy	0.732
stakeholder involvement strategy	0.726
investment strategy	0.714
commitment strategy	0.707

From the pilot study results the study established that the Cronbach alpha values were higher above 0.7 for all the study variables that included; openness strategy (0.732), stakeholder involvement strategy (0.726), investment strategy (0.714) and commitment strategy (0.707) on performance of Large Motor Vehicle dealers in Nairobi. This was an indication that there was internal consistency and high reliability among the items/variables (openness strategy, stakeholder involvement strategy, investment strategy and commitment strategy) in measuring the concept of interest (performance of Large Motor Vehicle dealers in Nairobi).

3.6 Data Collection Procedure

The permission to carry out this study was sought from the human resource managers of the respective firms. The researcher also obtained a permit from National Commission for Science, technology and Innovation (NACOSTI) and the School of Human resource, Kenyatta University. The data collection was done through drop and pick later method with time lapse of one week.

3.7 Data Analysis and Presentation

The study used primary data collected through the questionnaire where quantitative data was collected from closed ended questions while qualitative data was collected from open ended questions. In analyzing the quantitative data, the study applied descriptive statistics using Statistical Package for Social Sciences (Version 21). Measures of central tendency (mean), measures of dispersion (standard deviation), frequencies and percentage were the descriptive statistics that were applied on the quantitative data (Kothari, 2004). Qualitative data was analyzed using content analysis where the researcher developed a thematic framework from the key issues, concepts and themes emanating from the open-ended questions.

Graphical presentations, charts and tables were produced using MS-Excel to present the study findings. The data findings explanation was given in prose thereafter. The tables and graphical presentations showed the percentages, frequencies and means of the questions being analyzed. This increased the clarity of the findings and ensured that the findings were easily interpreted. The study also employed inferential statistics in the form of multiple regression to establish relationship between strategic value of public relations and performance of Large Motor Vehicle dealers.

The regression equation was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where Y presented firm performance the dependent variable,

β_0 is a constant term,

X1- Openness public relations strategy;

X2- Stakeholder involvement public relations strategy;

X3- Investment public relations strategy;

X4- Commitment public relations strategy

3.8 Ethical Considerations

The study participants had to give their consent and their participation was voluntary in the entire process even when they withdrew before filling up the questionnaire in which case they were not penalized. All data collected was kept private and confidential. Confidentiality was assured by making the respondents not to indicate their names but instead the researcher used codes to identify the questionnaires. Anonymity was also observed. The researcher sought permission from the relevant authorities to conduct the research. Additionally, clearance with NACOSTI ensured that the research followed the ethical guidelines.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis findings and discussions of the study as set out in the research methodology. The results were presented on the influence of strategic public relations on performance of large motor vehicle dealers in Nairobi City County, Kenya. Specifically, the study investigated openness public relations strategy, stakeholder involvement public relations strategy, investment public relations strategy, and commitment public relations strategy and their respective influence on performance of Large Motor Vehicle dealers in Nairobi. The chapter covers the respondent's background information, and the findings based on the study objectives.

4.2 Response Rate

The study targeted 60 respondents to whom questionnaire were administered to and the outcome are as indicated on figure 4.1 below.

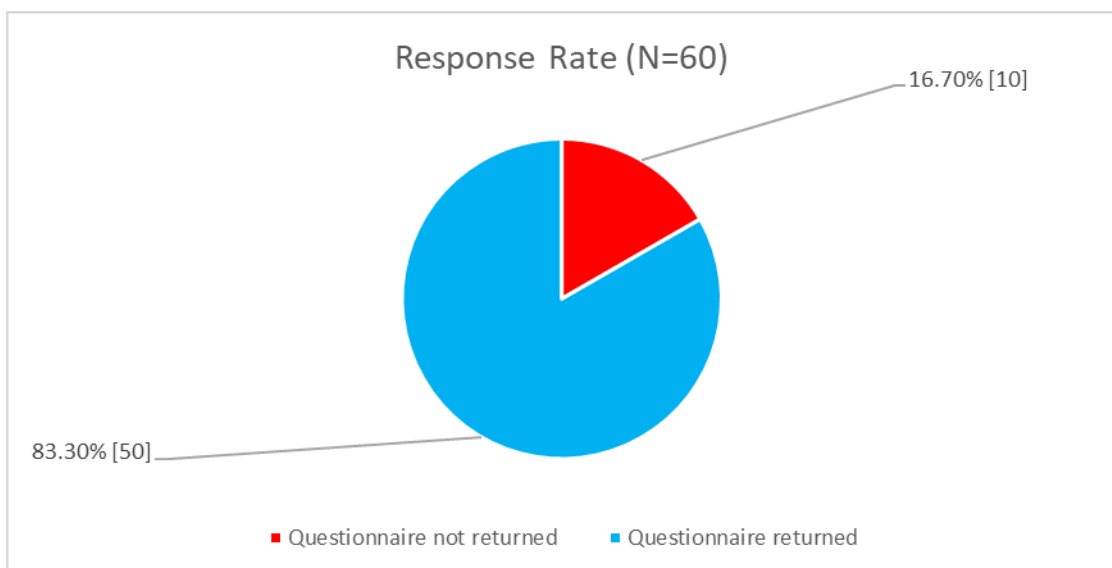


Figure 4.1 Response Rate

Source: Field Data (2018)

As demonstrated in figure 4.1 above, just 50 of the respondents restored the surveys properly filled in adding to a reaction rate of 83.3%. This reaction rate was adequate and delegate and fits in with Mugenda and Mugenda (2008) stipulation that a reaction rate of half is sufficient for examination and factual announcing; a rate of 60% is great while a reaction rate of 70% and over is brilliant.

4.3 Background Information of the Respondents

In order to capture the background information of the respondents, issues such the gender, age bracket, education level, years of service in the motor industry were addressed in the first section of the questionnaire. This was important because it enhanced reliability of the information given and gave the basic understanding of the respondents.

4.3.1 Analysis of Gender

The study sought to establish the gender of the respondents and the findings are as shown in Figure 4.2 below.

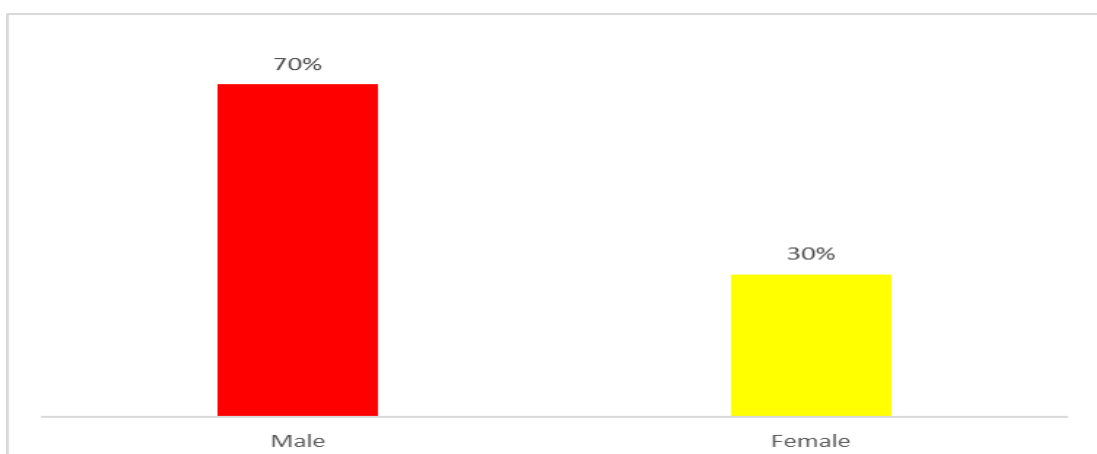


Figure 4.2 Gender

Source: Field Data (2018)

From the findings, majority (70%) of the respondents were male while 30% were female. This implied that large motor vehicle dealers have more males than female employees and consequently most of the responses emanated from the male respondents.

4.3.2 Age of Respondents

The study sought to establish the age of the respondents. The findings are as shown in Figure 4.3 below.

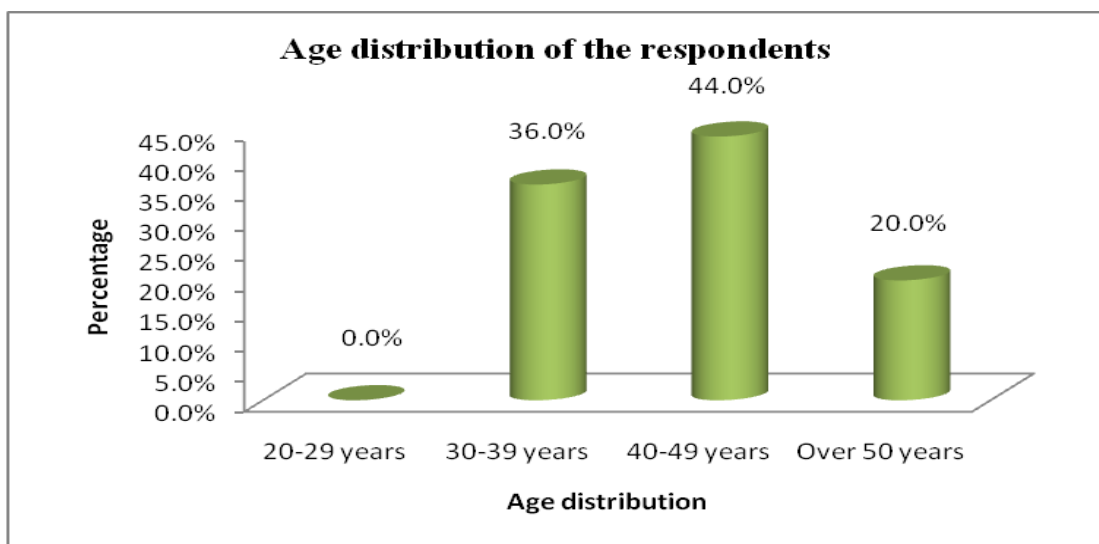


Figure 4.3 Age Bracket

Source: Field Data (2018)

The study established that 44% of the respondents were aged between 40-49 years, 36% were aged between 30-39 years, 20% were aged over 50 years while none of the respondents was aged between 20-29 years. This depicts that majority of the employees of the motor sector in Nairobi were aged between 30-49 years, and therefore youthful and energetic in their job. It further illustrates high appreciation of

the influence of influence of strategic public relations on performance of large motor vehicle dealers.

4.3.3 Level of Education of Respondents

The study sought to establish the highest level of education for the respondents. The results are as tabulated in the Figure 4.4 below.

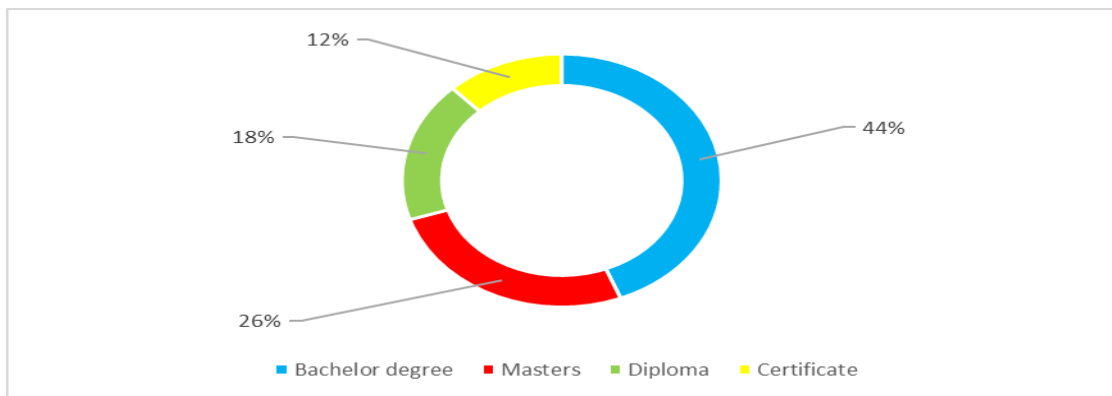


Figure 4.4 Highest Level of Education

Source: Field Data (2018)

From the findings the majority (44%) of the respondents had a bachelor's degree as their highest level of education 26% had master's degree, 18% were diploma holders while 12% were certificate holders. This shows that most of the respondents had attained university education and thus had rich understanding and knowledge on influence of strategic public relations on performance of large motor vehicle dealers in Nairobi.

4.3.4 Length of Service of Respondents

The study sought to establish the number of years that the respondents had worked in the motor industry. The findings are as shown in Figure 4.5 below.

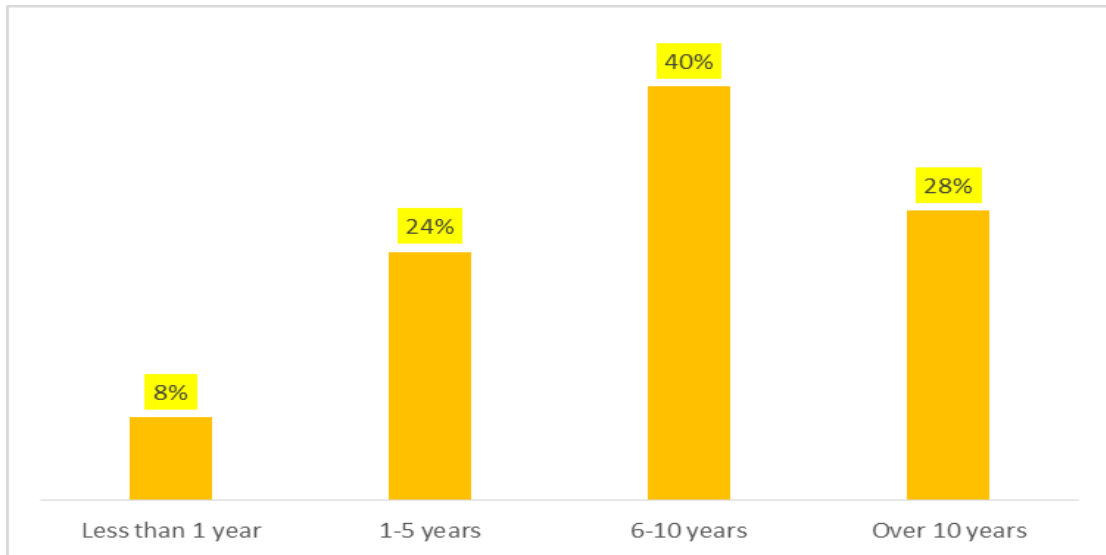


Figure 4.5 Length of Service of Respondents

Source: Field Data (2018)

The study established that 40% of the respondents had worked in the motor industry for 6-10 years, 28% had worked for over 10 years, 24% had worked for 1-5 years while 8% of the respondents had worked in the motor industry for less than one year. This implied that majority (68%) of the respondents had worked in the motor industry for long enough to be able to provide crucial information relating to the influence of strategic public relations on performance of large motor vehicle dealers in Nairobi.

4.4 Descriptive Statistics

The section presents the data and findings disaggregated by the study specific objectives.

4.4.1 Openness Public Relations Strategy

The first objective of the study was to establish the effects of openness strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya. The respondents were to indicate their level of agreement with various statements relating to the effects of openness strategy on the performance of Large Motor Vehicle dealers. The responses were rated on a five-point Likert scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree.

Table 4.1 Openness Public Relations Strategy

Statements on Openness Public Relations Strategy	Mean	Std Dev
There is flexibility of organization to disclosing information	3.5133	.62587
There is free flow of information and effective communication	3.4000	.69749
The directors' have the ability and willingness to delegate responsibility and to manage the activity of others.	3.3467	.83655
The directors' show a sincere interest in helping other parties when need arises	3.3221	.74905
The staff give attention to the customers and the public when providing services	3.2533	.84938
Overall	3.3671	0.7516

Source: Field Data (2018)

According to the findings, the majority of the respondents were in agreement that openness PR strategy had an effect on performance of Large Motor Vehicle dealers as indicated by the overall mean score of 3.3671. More specifically, the majority of the respondents were in agreement that; there is flexibility of organization to disclosing

information (Mean=3.5133); there is free flow of information and effective communication (Mean=3.4000); the directors' have the ability and willingness to delegate responsibility and to manage the activity of others (Mean=3.3467); the directors' show a sincere interest in helping other parties when need arises (Mean=3.3221); the staff give attention to the customers and the public when providing services (Mean=3.2533); respectively.

From the findings, it is implied that openness public relations strategy was likely to have significant effect on Large Motor Vehicle dealers in Nairobi. Through the openness public relations strategy, the Large Motor Vehicle dealers enhanced information sharing among its staff in different departments enhancing the quality of decisions made, hence impacting on their bottom line performance at individual and organizational level. It further meant that there was quick turnaround in making critical decisions as management and employees worked as a team and had a shared vision at work. The fact that service delivery was customer centric meant that they were likely to improve in their competitiveness and performance in a highly competitive motor sector.

The findings are like Inedegbor et al. (2012) who demonstrated that receptiveness advertising technique positively affects firm execution. The examination found that successful business correspondence is underscored to a sensible degree in the studied Nigerian organizations. Be that as it may, the level of accentuation was an issue of degree. It was additionally discovered that the degree of practices of powerful business correspondence, were identified with the class of business (benefit as opposed to assembling) and its size.

4.4.2 Stakeholders Involvement PR Strategy

The second objective of the study was to assess how stakeholder involvement strategy affects the performance of Large Motor Vehicle dealers in Nairobi, Kenya. The respondents were to indicate their level of agreement with various statements on how stakeholder involvement strategy affects the performance of Large Motor Vehicle dealers. The responses were rated on a five-point Likert scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree.

Table 4.2 Stakeholders Involvement Strategy

Statements on Stakeholders Involvement Strategy	Mean	Std Dev
Stakeholder involvement increase performance of the dealers	3.6400	.75409
Stakeholders involvement presents a chance to enhance mutual benefits	3.5321	.78912
Involvement makes decision making easy	3.4271	.63756
All activities in involvement assist in managing relationships	3.3262	.82265
Fund disbursement for financing education processes is timely	3.3178	.68524
Stakeholder involvement ensures competent human resource in the organization.	3.2156	.69152
Involvement increases funding for the motor vehicle dealers	3.1133	.60835
Overall	3.3674	0.7126

Source: Field Data (2018)

From the findings, the majority of the respondents were in agreement that stakeholders' involvement PR strategy had an effect on performance of Large Motor Vehicle dealers as indicated by the overall mean score of 3.3674. More specifically, the majority of the respondents were in agreement that; stakeholder involvement increases performance of the dealers (Mean=3.6400); stakeholders involvement presents a chance to enhance mutual benefits (Mean=3.5321); involvement makes

decision making easy (Mean=3.4271); all activities in involvement assist in managing relationships (Mean=3.3262); fund disbursement for financing education processes is timely (Mean=3.3178); stakeholders' involvement ensures competent human resource in the organization (Mean=3.2156); involvement increases funding for the motor vehicle dealers (Mean=3.1133) respectively.

Given the findings, it is deduced that stakeholder involvement in public relations strategy was likely to have significant effect on Large Motor Vehicle dealers in Nairobi. Through the stakeholder involvement public relations strategy, the Large Motor Vehicle dealers ensure ownership and commitment among its key stakeholders in moving their firm forward as they were involved in firm decisions. It also meant that employees were likely to be of high motivation and high employee engagement as firm operations were employee friendly and there was synergy between management and employees at different cadres. This favorable working relationship was likely to give an impetus to the firm performance.

The findings agree with Aregbeshola and Munano (2012) who indicated that stakeholder involvement has a positive relationship with firm performance. The study concluded that successful implementation of the strategic plan is premised on the opportunity granted to stakeholders to participate in the strategic planning process. Mwikuyu (2012) established that most of the departments involve their stakeholders in strategy formulation and implementation and that various factors influence the extent to which these multi-stakeholders are involved.

4.4.3 Investment strategy

The third objective of the study was to examine the influence of investment strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya. The respondents were to indicate their level of agreement with various statements relating to the influence of investment strategy on the performance of Large Motor Vehicle dealers. The responses were rated on a five-point Likert scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree.

Table 4.3 Investment Public Relations

Statements on Investment Public Relations strategy	Mean	Std Dev
investment public relation increases inter-reliance between parties to enhance firm performance	3.5067	.69308
investment strategy benefits organizations departments in their performance	3.4800	1.01555
The firm keep check on the investment strategy during organizations performance review	3.4156	.73815
investment public relation increase stakeholder's commitment	3.3122	.84619
The firm carry out investment in public relation regularly	3.2267	1.02368
Overall	3.8824	0.8633

Source: Field Data (2018)

According to the findings, the majority of the respondents were in agreement that investment PR strategy had an effect on performance of Large Motor Vehicle dealers as indicated by the overall mean score of 3.8824. More specifically, the majority of the respondents were in agreement that; investment public relation increases inter-reliance between parties to enhance firm performance (Mean=3.5067); investment strategy benefits organizations departments in their performance (Mean=3.4800); the firm keep check on the investment strategy during organizations performance review

(Mean=3.4156); investment public relation increase stakeholder's commitment (Mean=3.3122); the firm carry out investment in public relation regularly (Mean=3.2267) respectively.

According to the results, it was inferred that investment public relations strategy was likely to have significant effect on Large Motor Vehicle dealers in Nairobi. Through the investment public relations strategy, the Large Motor Vehicle dealers managed to keep PR as a key component of their corporate strategy hence communicated to both the internal and external stakeholders even at turbulent times hence sustaining their firm performance. By investing regularly and consistently in PR ensured that these firms kept a positive outlook to the public which improved their annual sales.

The findings by Shamsan and Otieno (2015) indicated that investment public relations strategy has a positive impact on firm performance. . The findings demonstrated that there is a critical impact of vital advertising on association execution. The investigation found that advertising influences the correspondence to work significant in the vital administration process through its attention on correspondence with vital partners and adjusting correspondence objectives to the authoritative mission, improves assembly of interior and outer help for corporate and keeps representatives educated about limited time openings, industry patterns and best practices through its worry with getting the hang of, demonstrating the enterprise to itself and as a good example of association for both outside and inside conditions and having a predominant part in accomplishing hierarchical development.

4.4.4 Commitment Public Relation Strategy

The fourth objective of the study was to assess the extent to which commitment strategy affects the performance of Large Motor Vehicle dealers in Nairobi, Kenya. The respondents were to indicate their level of agreement with various statements on the extent to which commitment strategy affects the performance of Large Motor Vehicle dealers. The responses were rated on a five-point Likert scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree.

Table 4.4 Commitment Public Relation Strategy

Statements on Commitment Public Relation Strategy	Mean	Std Dev
Employee commitment leads to increased productivity	3.6433	0.94455
Our firm has a strategic approach to environmental management to enhance their productivity through improving the performance level of the employees	3.6100	.58909
The firm continuously aligns the commitment strategy with its firm performance	3.5800	.63671
The firm management support the ongoing investment in public relations initiatives	3.5433	.68128
Overall	3.5941	0.7129

Source: Field Data (2018)

According to the findings, the majority of the respondents were in agreement that commitment public relation strategy had an effect on performance of Large Motor Vehicle dealers as indicated by the overall mean score of 3.5941. More specifically, the majority of the respondents were in agreement that; employee commitment leads to increased productivity (Mean=3.6433); the firm has a strategic approach to environmental management to enhance their productivity through improving the performance level of the employees (Mean=3.6100); the firm continuously aligns the

commitment strategy with its firm performance (Mean=3.5800); the firm management support the ongoing investment in public relations initiatives (Mean=3.5433) respectively.

From the findings, it is implied that commitment as a public relations strategy was likely to have significant effect on Large Motor Vehicle dealers in Nairobi. Through the commitment public relations strategy, the Large Motor Vehicle dealers increased employee productivity and therefore had a bearing on the firm performance. It also meant that the top managers gave PR all the necessary financial and technical support required to effectively deliver the PR mandate, hence contributing to the firm performance.

The findings agree with Bin, Ahmed, Shafi & Shaheen, (2011) whose study established that commitment public relations strategy has a positive correlation with firm performance. Zheng (2010) shown that through increases in efficiency administrators can diminish costs, spare rare assets, and improve benefits. Thusly, enhanced benefits enable an association to give better pay, advantages, and working conditions which result to representative duty. The outcome can be a higher nature of work representatives, who will probably be spurred and submitted toward advance upgrades in efficiency.

4.4.5 Performance of Large Motor Vehicle Dealers

The respondents were to indicate their level of agreement with various statements relating to the effect of aspects of public relation strategies on the performance of the large motor vehicle dealers in Nairobi. The responses were rated on a five-point

Likert scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree.

Table 4.5 Performance of the Large Motor Vehicle Dealers.

Performance of the large motor vehicle dealers	Mean	Std Dev
openness public relation strategy enhances the effectiveness in an organization to enhance performance	3.3533	.83332
involvement strategy improves decision making in which intern improves organization departments performance	3.3267	.80158
The firm keep check on the commitment strategy during organizations performance review	3.3133	.76923
public relation strategies increase stakeholder's commitment intern increasing profit	3.2132	.77692
investment public relation gives the dealers a better competitive advantage resulting to higher market share and profits	3.1467	.79684
Overall	3.2706	0.7955

Source: Field Data (2018)

According to the findings, the majority of the respondents were in agreement that strategic public relations improves the performance of Large Motor Vehicle dealers as indicated by the overall mean score of 3.2706. More specifically, the majority of the respondents were in agreement that; openness public relation strategy enhances the effectiveness in an organization to enhance performance (Mean=3.3533); involvement strategy improves decision making in which intern improves organization

departments performance (Mean=3.3267); the firm keep check on the commitment strategy during organizations performance review (Mean=3.3133); public relation strategies increase stakeholder's commitment intern increasing profit (Mean=3.2132); investment public relation gives the dealers a better competitive advantage resulting to higher market share and profits (Mean=3.1467) respectively.

Therefore, majority of the large motor vehicle dealers in Nairobi had improved firm performance as a result of leveraging on strategic public relations strategies. They had improvement in decision making time through openness strategy. They also had buy in from different stakeholders through stakeholder involvement strategy. Similarly, there was commitment from the management in supporting the PR function through the commitment PR strategy. Most importantly, the investment public relation strategy guaranteed the effectiveness of strategic PR as adequate financial and human resources were availed to drive the PR agenda forward. This proves that majority of the large motor vehicle dealers in Nairobi applied strategic public relations strategies in their operations to ensure their improved firm performance.

The findings are in agreement with Wilson (2014) who analyzed the connection amongst enterprises and group from the point of view of corporate social duty (CSR) among the Belgium firms, contending that open impression of an association's CSR responsibility was key to the arrangement of partner discernments. In an investigation of the dairy business in the Netherlands, Mathis (2007) distinguishes a star dynamic way to deal with CSR execution as basic to building up a powerful association with open experts.

4.5 Inferential Statistics

The researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on the performance of large motor vehicle dealers in Nairobi.

4.5.1 Multiple Regression Analysis

The model summary findings are as shown in Table 4.6 below.

Table 4.6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.855	0.731	0.642	0.6273

Source: Field Data (2018)

The four strategic public relations strategies that were studied, explain only 73.1% of the performance of large motor vehicle dealers as represented by the R^2 . This therefore means that other PR aspects not studied in this research contribute 26.9% of the performance of large motor vehicle dealers.

4.5.2 ANOVA Results

The study ANOVA results are as shown in Table 4.7 below.

Table 4.7 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.534	4	1.267	9.475	.0179 ^a
	Residual	9.307	45	2.327		
	Total	3.465	49			

Source: Field Data (2018)

The significance value achieved was 0.0179 which is less than 0.05 thus the model is statistically significant in predicting how openness strategy, stakeholder involvement strategy, investment strategy, and commitment strategy influence performance of large motor vehicle dealers. The F critical at 5% level of significance was 3.23. Since F calculated is greater than the F critical (value = 9.475), this shows that the overall model was significant.

4.5.3 Beta Coefficient

Multiple regression analysis was conducted as to determine the relationship between performance of large motor vehicle dealers and the four PR strategies.

Table 4.8 Beta Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
Constant	1.312	.328		5.089	.000
investment strategy	0.752	0.1032	0.152	4.223	.0192
openness strategy	0.487	0.3425	0.054	3.724	.0269
stakeholder involvement strategy	0.545	0.2178	0.116	3.936	.0251
commitment strategy	0.439	0.1937	0.263	3.247	.0454

Source: Field Data (2018)

As per the regression results in Table 4.10 below, the equation: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ becomes: $Y = 1.147 + 0.752X_1 + 0.487X_2 + 0.545X_3 + 0.439X_4 + \epsilon$.

Table 4.8 shows that taking all strategic public relations strategies (openness strategy, stakeholder involvement strategy, investment strategy, and commitment strategy) to be constant at zero, performance of large motor vehicle dealers will be 1.312. Similarly, taking all other independent variables at zero, a unit increase in investment strategy will lead to a 0.752 increase in performance; a unit increase in openness strategy will lead to a 0.487 increase in performance, a unit increase in stakeholder involvement strategy will lead to a 0.545 increase in performance, while a unit increase in commitment strategy will lead to a 0.439 increase in performance of performance of large motor vehicle dealers. This infers that strategic public relations significantly influenced performance of large motor vehicle dealers in Nairobi with investment PR strategy contributing most to the performance of large motor vehicle dealers in Nairobi followed by stakeholder involvement strategy, openness strategy and commitment strategy respectively. At 5% level of significance and 95% level of confidence, the significance values of the four variables were as follows; investment strategy (0.0192); openness strategy (0.0269); stakeholder involvement strategy (0.0251) and commitment strategy (0.0454). This implied that the most significant strategic public relations strategies influencing performance of large motor vehicle dealers in Nairobi is investment strategy, followed by stakeholder involvement strategy, openness strategy and commitment strategy respectively.

The findings are consistent with Enquist, Johnson & Skålen (2009) who pointed the importance of public relation function in a firm, to spearhead the communication between it and the outside stakeholders. The study confirmed that PR has been recognized as facilitating the accomplishment of a firm overall goal such as to

increase market share, increase profits, increase sales and profitability, and then supports those goals in a coordinated and consistent way.

Most studies on the Public relations which include Openness, stakeholder's involvement, commitment and investment were found to have effects on the performance of the department by researches who were there before this research and similarly the findings of this research agree with the earlier researchers that the above strategies affected performance of the Large Motor Vehicle Dealers.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary, conclusion, recommendation and suggestions for further studies. The study sought to establish the influence of strategic public relations on performance of large motor vehicle dealers in Nairobi.

5.2 Summary

The major findings are hereunder presented on the effect of openness strategy, stakeholder involvement strategy, investment strategy, and commitment strategy on performance of Large Motor Vehicle dealers in Nairobi.

5.2.1 Openness strategy and performance of Large Motor Vehicle dealers

The study established that openness PR strategy had an effect on performance of Large Motor Vehicle dealers. More specifically, it was determined that there is flexibility of organization to disclosing information; there is free flow of information and effective communication; the directors' have the ability and willingness to delegate responsibility and to manage the activity of others; the directors' show a sincere interest in helping other parties when need arises; the staff give attention to the customers and the public when providing services; respectively. Therefore, openness public relations strategy was likely to have significant effect on Large Motor Vehicle dealers in Nairobi. Through the openness public relations strategy, the Large Motor Vehicle dealers enhanced information sharing among its staff in different departments enhancing the quality of decisions made, hence impacting on their bottom line

performance at individual and organizational level. It further meant that there was quick turnaround in making critical decisions as management and employees worked as a team and had a shared vision at work. The fact that service delivery was customer centric meant that they were likely to improve in their competitiveness and performance in a highly competitive motor sector.

5.2.2 Stakeholders Involvement Strategy and performance of Large Motor Vehicle dealers

It was also revealed that stakeholders' involvement PR strategy had an effect on performance of Large Motor Vehicle dealers. More specifically, it was determined that; stakeholder involvement increases performance of the dealers; presents a chance to enhance mutual benefits; makes decision making easy. Thus, stakeholder involvement public relations strategy was likely to have significant effect on Large Motor Vehicle dealers in Nairobi. Through the stakeholder involvement public relations strategy, the Large Motor Vehicle dealers ensure ownership and commitment among its key stakeholders in moving their firm forward as they were involved in firm decisions. It also meant that employees were likely to be of high motivation and high employee engagement as firm operations were employee friendly and there was synergy between management and employees at different cadres. This favorable working relationship was likely to give an impetus to the firm performance.

5.2.3 Investment strategy and performance of Large Motor Vehicle dealers

In addition, the study determined that investment PR strategy had an effect on performance of Large Motor Vehicle dealers. More specifically, it was established that; investment public relation increases inter-reliance between parties to enhance

firm performance; benefits organizations departments in their performance; the firm keep check on the investment strategy during organizations performance review. Therefore, investment public relations strategy was likely to have significant effect on Large Motor Vehicle dealers in Nairobi. Through the investment public relations strategy, the Large Motor Vehicle dealers managed to keep PR as a key component of their corporate strategy hence communicated to both the internal and external stakeholders even at turbulent times hence are sustaining their firm performance. By investing regularly and consistently in PR ensured that these firms kept a positive outlook to the public which improved their annual sales.

5.2.4 Commitment Strategy and performance of Large Motor Vehicle dealers

The researcher further established that commitment public relation strategy had an effect on performance of Large Motor Vehicle dealers. More specifically, it was confirmed that; employee commitment leads to increased productivity; the firm has a strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. Thus, commitment public relations strategy was likely to have significant effect on Large Motor Vehicle dealers in Nairobi. Through the commitment public relations strategy, the Large Motor Vehicle dealers increased employee productivity and therefore had a bearing on the firm performance. It also meant that the top managers gave PR all the necessary financial and technical support required to effectively deliver the PR mandate, hence contributing to the firm performance. On overall, the study revealed that that strategic public relations significantly influenced performance of large motor vehicle dealers in Nairobi with investment PR strategy contributing most to the performance of large motor vehicle dealers in Nairobi followed by stakeholder involvement strategy,

openness strategy and commitment strategy respectively. In addition, the most significant strategic public relations strategies influencing performance of large motor vehicle dealers in Nairobi is investment strategy, followed by stakeholder involvement strategy, openness strategy and commitment strategy respectively.

5.3 Conclusion

The conclusion made is disaggregated according to the study specific objectives.

5.3.1 Openness strategy and performance of Large Motor Vehicle dealers

The study concludes that majority of the large motor vehicle dealers in Nairobi had improved firm performance as a result of leveraging on strategic public relations strategies. They had improvement in decision making time through openness strategy. They also had buy in from different stakeholders through stakeholder involvement strategy. Similarly, there was commitment from the management in supporting the PR function through the commitment PR strategy. Most importantly, the investment public relation strategy guaranteed the effectiveness of strategic PR as adequate financial and human resources were availed to drive the PR agenda forward. This proves that majority of the large motor vehicle dealers in Nairobi applied strategic public relations strategies in their operations to ensure their improved firm performance. The specific strategic PR strategies applied by large motor vehicle dealers to improve their performance included; openness strategy, stakeholder involvement strategy, investment strategy, and commitment strategy.

The study also concluded that openness public relations strategy was likely to have significant effect on performance of Large Motor Vehicle dealers in Nairobi. Through the openness public relations strategy, the Large Motor Vehicle dealers enhanced

information sharing among its staff in different departments enhancing the quality of decisions made, hence impacting on their bottom line performance at individual and organizational level. It further meant that there was quick turnaround in making critical decisions as management and employees worked as a team and had a shared vision at work. The fact that service delivery was customer centric meant that they were likely to improve in their competitiveness and performance in a highly competitive motor sector.

5.3.2 Stakeholders Involvement Strategy and performance of Large Motor Vehicle dealers

It was further concluded that stakeholder involvement public relations strategy was likely to have significant effect on performance of Large Motor Vehicle dealers in Nairobi. Through the stakeholder involvement public relations strategy, the Large Motor Vehicle dealers ensure ownership and commitment among its key stakeholders in moving their firm forward as they were involved in firm decisions. It also meant that employees were likely to be of high motivation and high employee engagement as firm operations were employee friendly and there was synergy between management and employees at different cadres. This favorable working relationship was likely to give an impetus to the firm performance.

5.3.3 Investment strategy and performance of Large Motor Vehicle dealers

Similarly, the researcher concludes that investment public relations strategy was likely to have significant effect on performance of Large Motor Vehicle dealers in Nairobi. Through the investment public relations strategy, the Large Motor Vehicle dealers managed to keep PR as a key component of their corporate strategy hence

communicated to both the internal and external stakeholders even at turbulent times hence sustaining their firm performance. By investing regularly and consistently in PR ensured that these firms kept a positive outlook to the public which improved their annual sales.

5.3.4 Commitment Strategy and performance of Large Motor Vehicle dealers

The study concludes that commitment public relations strategy was likely to have significant effect on performance of Large Motor Vehicle dealers in Nairobi. Through the commitment public relations strategy, the Large Motor Vehicle dealers increased employee productivity and therefore had a bearing on the firm performance. It also meant that the top managers gave PR all the necessary financial and technical support required to effectively deliver the PR mandate, hence contributing to the firm performance.

Most importantly, the study concludes that strategic public relations significantly influenced performance of large motor vehicle dealers in Nairobi with investment PR strategy contributing most to the performance of large motor vehicle dealers in Nairobi followed by stakeholder involvement strategy, openness strategy and commitment strategy respectively. The most significant strategic public relations strategies influencing performance of large motor vehicle dealers in Nairobi is investment strategy, followed by stakeholder involvement strategy, openness strategy and commitment strategy respectively.

5.4 Recommendations for Policy and Practice

The openness public relations strategy was found to have a significant effect on performance of Large Motor Vehicle dealers in Nairobi. The study recommends that

the Large Motor Vehicle dealers should create a framework that guides that access to information to ensure they optimize and benefit the most from their knowledge management made possible through openness public relations strategy.

The stakeholder involvement public relations strategy was established to have significant effect on performance of Large Motor Vehicle dealers. The management of Large Motor Vehicle dealers should carry assessment on the value of different stakeholders on their operations to formulate the extent of their involvement in decision making processes. This is because stakeholder management is a complex process which can slow down firm decision-making time.

The investment public relations strategy was found to have significant effect on performance of Large Motor Vehicle dealers in Nairobi. The management of the Large Motor Vehicle dealers should monitor their financial investment in PR to guarantee value for money. Correctional measures should be instituted where there is wastage in financial resources.

It was further revealed that commitment public relations strategy had a significant effect on performance of Large Motor Vehicle dealers in Nairobi. The study recommends that the top managers of Large Motor Vehicle dealers should institutionalize PR in the firm operations to ensure it enjoys sufficient support from the management.

5.5 Suggestions for Further Studies

Given that the four strategic public relations strategies that were studied, explain only 73.1% of the performance of large motor vehicle dealers as represented by the R^2 . This therefore means that other PR aspects not studied in this research contribute

26.9% of the performance of large motor vehicle dealers. Therefore, further research should be conducted to investigate the other PR aspects that influence performance of large motor vehicle dealers.

This research should be replicated to sectors of the Kenyan economy including, small motor vehicle dealers, motor dealers in rural set up other than Nairobi city and other strategies other than public relations and performance in order to allow comparison and generalization of the findings on influence of strategic public relations on firm performance.

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APPENDICES

Appendix I: Letter of Introduction

Simon Ngarachu
PO BOX
Nairobi.

The Human Resource Manager,
PO BOX.....,
Nairobi, Kenya

Dear Sir/Madam,

RE: LETTER OF INTRODUCTION

This questionnaire is meant for employees working Large Motor Vehicle dealers in Nairobi about influence of strategic public relations on performance of large motor vehicle dealers in Nairobi City County. Your response to each of the questions based on your work experience will be very useful.

Sincerely,

Simon Ngarachu

Appendix II: Questionnaire

This questionnaire has statements regarding strategic value of public relations on the performance of large motor vehicle dealers in Nairobi, kindly take few minutes to complete the questionnaire as guided. Your responses will be handled confidentially, ethically and will only use for learning purposes.

SECTION A: DEMOGRAPHIC DATA

Please tick where appropriate

1. Kindly indicate your gender
 - a) Female
 - b) Male

2. Please indicate the highest level of education you have ever attained
 - a) Diploma
 - b) Certificate
 - c) Bachelor degree
 - d) Masters degree

3. How many years have you worked in the motor sector?
 - a) Less than 5 Years
 - b) 6 – 10 Years
 - c) 11 – 15 Years
 - d) Above 15 Years

SECTION B: OPENNESS PUBLIC RELATIONS STRATEGY

4. This section aims at determining effects of openness public relations strategy to the performance of large motor vehicle dealers in Nairobi Kenya. Please indicate your agreement or otherwise with the following

statement using the following Likert scale. Use a scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree

No	OPENNESS PUBLIC RELATIONS STRATEGY	1	2	3	4	5
1.	There is flexibility of organization to disclosing information					
2.	There is free flow of information and effective communication					
3.	The directors' have the ability and willingness to delegate responsibility and to manage the activity of others.					
4.	The directors' show a sincere interest in helping other parties when need arises					
5.	The staff give attention to the customers and the public when providing services					

SECTION C: STAKEHOLDERS INVOLVEMENT STRATEGY

6. This section aims at establishing the influence of stakeholder's involvement strategy in the performance of the large motor vehicle dealers in Nairobi. Please indicate your agreement or otherwise with the following statements using the following Likert scale. Use a scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree

No	INVOLVEMENT	1	2	3	4	5
2.	Stakeholder involvement increase performance of the dealers					
3.	Stakeholders involvement presents a chance to enhance mutual benefits					
4.	Involvement makes decision making easy					
5.	All activities in involvement assist in managing relationships					

6.	Fund disbursement for financing education processes is timely					
7.	Stakeholders involvement ensures competent human resource in the organization.					
8.	Involvement increases funding for the motor vehicle dealers					

PART D: INVESTMENT PUBLIC RELATIONS

9. How do you rate the aspects of investment public relation strategy on the performance of the large motor vehicle dealers in Nairobi? . Use a scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree.

	INVESTMENT	1	2	3	4	5
1	investment public relation increases inter-reliance between parties to enhance firm performance					
2	investment strategy benefits organizations departments in their performance					
3	The firm keep check on the investment strategy during organizations performance review					
4	investment public relation increase stakeholder's commitment					
5	The firm carry out investment in public relation regularly					

PART E: COMMITMENT PUBLIC RELATION STRATEGY

This section aims at establishing the influence of commitment public relation strategy in the performance of the large motor vehicle dealers in Nairobi. Please indicate your agreement or otherwise with the following statements using the following Likert scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree

	INVESTMENT	1	2	3	4	5
1	Employee commitment leads to increased productivity					
2	Our firm has a strategic approach to environmental management to enhance their productivity through improving the performance level of the employees					
3	The firm continuously aligns the commitment strategy with its firm performance					
4	The firm management support the ongoing investment in public relations initiatives					
5	Employee commitment leads to increased productivity					

PART F: PERFORMANCE OF LARGE MOTOR VEHICLE DEALERS

10. How do you rate the aspects of public relation strategies on the performance of the large motor vehicle dealers in Nairobi? Use a scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree.

	INVESTMENT	1	2	3	4	5
1	Do you think openness public relation strategy enhances the effectiveness in an organization to enhance performance?					
2	Do you feel that involvement strategy improves decision making in which intern improves organization departments performance?					
3	Do you keep check on the commitment strategy during organizations performance review?					
4	Does public relation strategies increase stakeholder's commitment intern increasing profit?					
5	Does investment public relation give the dealers a better competitive advantage					

	resulting to higher market share and profits?					
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THANK YOU FOR YOUR INPUT

Appendix II: List of Motor Vehicle Companies in Nairobi County

	COMPANIES	ADDRESS/LOCATION
1	Cooper Motor Corporation (CMC)	Enterprise/Mombasa Rd
2	Crown Motors Group Limited	Uhuru Highway
3	D. T. Dobie Kenya Ltd	Lusaka Road, Industrial area
4	Foton East Africa	Mombasa Road
5	General Motors East Africa Ltd	Enterprise/Mombasa Road
6	Hyundai (E.A) Holdings	Mombasa Road
7	Marshalls E. A. Ltd	Loita Street, Nairobi
8	Porsche Centre Nairobi Limited	Sameer Business Park, Ms Rd
9	RMA Motors Kenya Limited	Enterprise Road
10	Scania East Africa Limited	Kitui Road, off Kampala Rd
11	Simba Corporation Limited	Mombasa Road
12	Stantech Motors Limited	Shimo La Tewa Road
13	Subaru Kenya	Lusaka Road, Industrial area
14	Tata Africa Holdings	Mombasa Road
15	Toyota East Africa Limited	Uhuru Highway/Lusaka Road

Source: Kenya Motor Industry Association (2016)