EFFECTS OF ORGANISATIONAL CULTURE ON CORPORATE REBRANDING - A CASE STUDY OF UNAITAS SACCO

BY

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EFFECTS OF ORGANISATIONAL CULTURE ON CORPORATE REBRANDING; A CASE STUDY OF UNAITAS SACCO

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A RESEARCH PROJECT REPORT SUBMITTED TO THE CHANDARIA SCHOOL OF BUSINESS FOR PARTIAL FULFILLMENT OF THE AWARD OF MASTER OF SCIENCE DEGREE IN ORGANISATIONAL DEVELOPMENT AND MANAGEMENT AT UNITED STATES INTERNATIONAL UNIVERSITY (USIU)

SPRING 2018
DECLARATION
I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed __________________________ Date________________________
Nyaga Thagichu (ID 644491)

This project has been presented for examination with my approval as the appointed supervisor.

Signed __________________________ Date _______________________  
Dr. James M Ngari

Signed __________________________ Date _______________________  
Dean, Chandaria School of Business
ABSTRACT

The study considered the effects of organizational culture when companies and organizations are undertaking the rebranding process. A case study of Unaitas Sacco was considered as the Sacco repositions towards a fully-fledged bank. The project considered the effects of internal communication, business environment, management practices and leadership styles in the rebranding process. To achieve the objective of the project, descriptive and explanatory research designs were used to identify the relationship between the organizational culture and the rebranding process. Simple random sampling was used to select the sample size from a population of 249 employees of Unaitas Sacco.

Out of the 249 employees, a sample size of 124 respondents was selected and questionnaires administered in data collection. Descriptive statistics was used to describe the features of the data in the study using Statistical Package for the Social Sciences. The presentations were majorly in form of tables, graphs and charts. The major findings of the study observed that organizational culture plays a significant role in the whole rebranding process of an organization.

In addition, internal communication, business environment, management practices and leadership styles plays a significant role in shaping the rebranding process. These factors were found to be paramount in shaping the organizational rebranding in every aspect. Finally, it was concluded that, regardless of the nature of organization, management practices and corporate governance plays a significant role in the rebranding process.

From the findings of the study, there were conclusions that, for a major rebranding in any organization to be a success, the organizational culture must be adhered to. In addition, internal communication and management practices must also be emphasized to ensure rebranding is successful.

Finally, the study recommended proper incorporation and recognition of culture as a key initiative in any company striving to achieve success not only in rebranding but also any other major change. In addition, management practices as well as communication must be improved and increased among staff for easier and success rebranding or any other major change.
ACKNOWLEDGEMENT

First, I wish to thank the Almighty God for the many gifts bestowed upon me as a person, all of which are integral fulcrums in the journey of my life.

I would also wish to thank the Unaitas Sacco management and leadership for allowing me to use the organization as my case study and the staff who willingly assisted with information that enabled this document become a reality-I thank you all.

I wish to sincerely thank my supervisor Dr James Ngari for his advice, support, counsel and extreme patience in guiding me through completion of this project. To Professor Katuse who guided me in the final part of the project as he quality assured my project-am grateful for your patience. To my friends and colleagues who advised directly and indirectly, your contribution is appreciated

Finally, to my family Jos, Martin, Ian, P Austin and Laura, that Question……..’where are you now’ spurred me on and gave me greater impetus to complete this project, I thank you.
DEDICATION

I dedicate this project to my loving family Jos, Martin, Ian, Peter and Laura you were always my source of inspiration. I also wish to dedicate this work Special mention goes to colleagues Sam and Joseph who gave me invaluable support-to all of you am grateful.
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### ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
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<tr>
<td>HR</td>
<td>Human resource</td>
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<tr>
<td>MURAMATI</td>
<td>Muramati District Tea Growers Sacco Society Ltd</td>
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<tr>
<td>SACCO</td>
<td>Saving and credit cooperative society</td>
</tr>
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<td>SME</td>
<td>Small and Medium enterprises</td>
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<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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<tr>
<td>UNAITAS</td>
<td>Unaitas Sacco Society Limited</td>
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<tr>
<td>WOCCU</td>
<td>World council of Credit Unions</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Culture can be defined as the cumulative knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and material objects and possessions acquired by a group of people in the course of generations through individual and group striving. Culture can further be described in terms of communication, cultivated behavior, a way of life that is the totality of a person's learned, accumulated experience which is socially transmitted, or more briefly, behavior through social learning. Culture consists of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiments in artifacts; the essential core of culture consists of traditional ideas and especially their attached values; culture systems may, on the one hand, be considered as products of action, on the other hand, as conditioning influences upon further action (Wilderom, Glunk & Maslowski, 2000).

Culture can be summed as the total of the learned behavior of a group of people that are generally considered to be the tradition of that people and are transmitted from generation to generation or collective programming of the mind that distinguishes the members of one group or category of people from another. Ravasi and Schultz (2006) stated that organizational cultures a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. Although a company may have its "own unique culture", in larger organizations there are sometimes conflicting cultures that co-exist owing to the characteristics of different management teams. Organizational culture may affect employees' identification with an organization. According to Ravasi and Schultz (2006), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture (Aaker, 1991).

Organizational culture can also be described as a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and
perform their jobs. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization. Organizational culture is composed of seven characteristics that range in priority from high to low. Every organization has a distinct value for each of these characteristics, which, when combined, defines the organization's unique culture. Members of organizations make judgments on the value their organization places on these characteristics, and then adjust their behavior to match this perceived set of values (Aaker, 1996).

O’Reill, Chatman, and Caldwell (1991), stated culture may not be immediately observable but it can be identified through a set of values that can be used to identify, describe, measure, and manage an organization’s culture more effectively. O’Reill, Chatman, & Caldwell (1991), came up with features of an organizational culture profile, in which culture is represented by seven distinct values which are; Innovation and Risk Orientation where companies with cultures that place a high value on innovation encourages their employees to take risks and innovate in the performance of their jobs. Companies with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performance. Other organizations place more emphasis on attention to Detail and this characteristic of organizational culture dictates the degree to which employees are expected to be accurate in their work. A culture that places a high value on attention to detail expects their employees to perform their work with precision. A culture that places a low value on this characteristic does not (Ravasi & Schultz, 2006).

Another area of culture emphasis is achievement Orientation which mainly focuses on Outcome and results, but not on how the results are achieved. A company that instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value on the emphasis on outcome characteristic. People orientation where organizations that place a high value on this characteristic of organizational culture place a great deal of importance on how their decisions will affect the people in their organizations. For these companies, it is important to treat their employees with respect and dignity. Teamwork is another culture orientation and it is manifested in companies that organize work activities around teams instead of individuals and place a high value on this characteristic of organizational culture. People who work for these types of companies tend to have a positive relationship with their coworkers and managers (Ravasi & Schultz, 2006).
Other companies exhibit aggressiveness or Competitive orientation which is a characteristic of organizational culture that focuses group members on expected behaviour when dealing with companies they compete with in the marketplace. Companies with an aggressive culture place a high value on competitiveness and outperforming the competition at all costs.

Of the seven orientation to culture profiles identified by O’Reill, Chatman, and Caldwell (1991), the last one is stability or Rule Orientation where companies whose cultures places high value on stability are rule-oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions (O’Reill, Chatman & Caldwell, 1991).

O’Reill, Chatman, & Caldwell (1991), cited the seven cultural leanings as key for understanding the prevailing cultures in an organisation and it is important to note that these orientations do not occur individual or mutually in exclusion rather they can be found prevalent together. Schein and Plum’s approaches to organizational culture are related to the concept of corporate branding, since culture often is and should be part of the corporate branding process. Corporate branding emerged from the notion of ‘trademarks. These were especially expressed through symbols and artifacts, which symbolized differentiation since other “marks” had other symbols and artifacts connected to them. This expression has later been assigned the term brand, and although the term has changed, brands have always been used to express identity. Many consumers associate brands with the brands’ symbols such as the name, the colour, icons and shapes. For that reason, companies have for a long time used this to express who they are, and what they stand for through a focus on brand awareness and recognition, with the purpose of encouraging consumers to expect something from the brand concerning quality, identity etc. of the brand (Schultz et al, 2005: 25). However, the focus has gone from product branding, where costumers are in focus to Corporate branding, which focuses on all stakeholders and the entire organisation (Schultz et al, 2005: 25).

Schultz explains the shift towards corporate branding with a changing condition for competition in the global marketplace and a growing expectation in many societies to legitimate corporate behaviour (Schultz et al, 2005: 28). According to Schultz, it has become increasingly difficult to differentiate oneself through products due to an expansion of channels in the global marketplace. Corporate branding, on the other hand, enables differentiation of the brand and makes it possible for companies to exploit their cultural heritage and identity. All stakeholders – employees, consumers, shareholders, etc. are
involved e.g. through the interaction of brand communities (on the internet) and the company and through listening to employees. Furthermore, creating cross-functional teams within the organisation is part of Enterprise branding. E.g. HR, Corporate Communications and Product Supply could be involved in this team, working across different organisational functions in order to brand the enterprise. According to Hatch and Schultz, this benefits the organisation:

As diverse groups of specialist get to know and understand one another’s perspective, their ideas about what they can collectively accomplish bring clarity and focus to heretofore disjointed branding initiatives (Shamoo & Resnik, 2003).

Unaitas is a Deposit-taking Sacco, licensed under the Sacco Societies Act, 2012; the Sacco was initially registered on 14th May 1993 as a co-operative society. In Line with its growth and expansion strategy, the Sacco rebranded from MURAMATI to UNAITAS in 2012- adopting a strong, bold and pioneering brand. Currently Unaitas has 19 branches serving over 150,000 members; individuals, SMEs, corporate and investment groups spread mostly in Nairobi, Kiambu, Murang’a, Machakos, Kajiado, Nakuru and Embu counties. Unaitas has established itself as a leading financial institution and it has played a central and supportive role in the social and economic development of our country through the provision of competitively priced financial products- Unaitas Sacco society Profile 2014. Unaitas Sacco formerly Muramati Sacco identified a need to diversify and spread its business horizons in the late period of 2009 and 2010, this was informed by the desire to present the organization as a national outfit that welcomes all Kenyans into its business premises (Martin, 2002).

Corporate rebranding was informed by several factors, the organization identified the need to diversify its area of operation and change business catchment from the traditional tea growers to small and medium enterprises, expand branch network beyond Muranga, attract and retain a different client base who are not necessarily from the kikuyu ethnic community and embrace a national outlook. The society carried out a market study in its area of operation to understand its overall positioning, outlook and image-this study was done in the year 2009 by consultants from World council of Credit Unions (WOCCU), the results depicted the organization as a regional one which embraced corporate colours and a client base mostly from its bedrock of farming community in Central Kenya. The report came up with recommendations for the Sacco to ensure it changed the image and perception of being a regional organisation. As part of the recommendations, Unaitas then Muramati embarked on a corporate rebranding process in the year 2011, a process that took one year and culminated
in the change of name from Muramati Sacco to Unaitas Sacco (Clegg, Korneberger & Pitsis, 2005).

The process of corporate rebranding had several specific areas of interest and they included a justification for name change, corporate colours and logo, communication systems both within and outside the organization, staffing, staff communications, dress code and a clear expansion strategy beyond the region based on brand visibility and business viability. To guide the process, the organization hired services of a professional branding consultant and then created two guiding documents/manuals named Kilele where phase 1 of the process involved a clear documentation of justification for the change and the procedure and milestones to be expected in the change. The second phase of the Kilele guideline outlined how internally employees will carry out change initiatives in areas of service delivery in a proposed competitive environment with a reward mechanism in place to achieve success (Miles & Mangold, 2004).

The Organization was able to successfully change the name, new corporate colours and logo, spread out into new areas beyond central Kenya and Nairobi, position itself well in the market through vigorous media presence and attain a certain degree of national outlook in staffing. An evaluation report of the impact and level of change and implementation of these initiatives show that there was a substantial level of success in the whole project with clear success story in the name change, colour schemes, resources and infrastructure and general positioning in the market as evidenced by the continued spread of the organization into areas hitherto not considered (Nadler & Tushman, 1995).

Certain barriers are evident regarding the incorporation of a clear purpose and set of values, which are expressed through the organisational identity. A study made by Booz Allen Hamilton/Aspen Institute of senior executives in 365 companies world-wide in 2004 showed that 89 per cent had written values and that managers and employees were under pressure to express strong corporate values (Ind, 2007: 64). However, the study furthermore revealed that organizations do not tend to connect values to business performance and that most companies do not measure the return on values, but the top performers consciously connect values and operations (Ind, 2007: 64). Another study of Sweden’s top 500 companies shows that organisations that have high brand orientation index, where branding is the hub of operations (Leaders), both have an internal and external focus, as opposed to Educators (the brand is
only connected to the internal culture). The study revealed a connection between brand orientation and profitability, and points towards the fact that Leaders have much more profitable organisations than e.g. Sceptics (Nickols, 2010).

Leaders constitute 34 per cent of the total which indicates that the majority of organisations still have difficulties in tying the brand to both the internal and external environment. In this regard, Ind quotes several other research initiatives which reveal that the brand vision and values are rooted among managers but often not communicated adequately to the rest of the organisation. Furthermore, there is an inability to understand how to represent the brand effectively amongst the members of the organisation, and employees have a non-supportive attitude towards the company’s branding initiatives and a disbelief in the employer’s values and vision (Ind, 2007: 65). Ind argues that management seems to be able to build an organisational purpose to which the majority can relate. Nevertheless, the organisation has difficulties with delivering it mainly due to the managers’ attitudes and not so much organisational structures and cultures. According to Ind, leaders have to believe that vision and values only make a difference if they acquire real meaning (Ind, 2007: 66), and they have to engage the employees at an emotional level. Employees must be involved and the values must be made relevant to them and their day-to-day lives (Ind, 2007: 66).

Commitment & loyalty concerns the aim of having committed and loyal employees who are able to live the brand. Nevertheless, employees are often not as involved in the concepts of identity and values, as the top management believes. Karmark argues that companies may be seducing themselves into believing that employees and other stakeholders are far more engaged in their organisation than they actually are (Karmark in Schultz et al, 2005: 121). Employees may resist living the brand if too much emphasis is put on the brand values and vision, and the brand is forced on them by heavy campaigns etc. from the HR department. On the other hand, if employees are too engaged with the brand this may lead to over identification, which may result in a collective blindness towards trends in the market and opinions and demands from other stakeholders (Alvesson, 2002).

Brand life, the brand is linked to the employee through dimensions such as commitment, involvement, passion and ‘living and breathing the brand’ (Karmark in Schultz et al, 2005: 123). However, top management sometimes seems to forget to make any real attempts to relate it to what being alive means. In reality, life is linked to events and the experiences
gained through these events. On the contrary, living the brand models are not always linked to events in the organisation. Rather, the internal branding process is based on communication of brand values by top management. Furthermore, top managers often forget that they are the ones who formulated the brand vision and values and employees may need guidance and advice in order to relate it to their day-to-day lives (Parsons, Shils & Kluckhohn et al. 2001).

1.2 Statement of the Problem

Corporate rebranding at Unaitas brought good business acumen however there are still many challenges that are being experienced at the Sacco. Studies conducted in this area illustrate that there are factors that affects organization culture during branding such as business environment, Leadership, communication and management practices. Business environment in which an organization operates helps to determine the culture. Society at large will influence opinions about work, money, status and different types of jobs. The writings of sociology and anthropology highlight the differences in cultural attitudes between geographical regions as well as differences between different levels of social strata. These differences will affect commitment, respect for managers, attitudes towards service and the customer (Ravasi & Schultz, 2006).

Communication about the change process would also help the organization to avoid inadequate dissemination of information and dysfunctional rumours. Visible management commitment and a reward system that supports the change process will have a positive influence on the process. Effective communication: communication as the flow of material, information, perception and understanding between various parts or members of an organization. Leadership is thought by authors as having some influence on the culture of an organization. However, there is no empirical evidence to suggest that it has the totally overpowering and guiding hand suggested by these authors. Where there is evidence of a link between leadership and culture, it is in young newly created organizations. In new organizations, Pettigrew (1987) believes that the entrepreneur or founder influences the culture through his own ambitions, the interactive processes between entrepreneurs and their followers and the more general processes through which purpose and commitment are generated and sustained. The importance of having a critical role in reducing anxiety within a new group situation is important in rebranding process. As the founder's prescriptions of how things are to be done help to set standards of acceptable behavior and best practice, they also
help to structure the initially unstructured relationships among the new group members (Ravasi & Schultz, 2006).

Management practices: The manner in which a company is managed is likely to influence either positively or negatively the beliefs, attitudes and behavior of the employees. Before considering management practices, there is a need to distinguish between management and leadership. Various authors' definitions of leadership may be summarized as those involved in the long-term direction of the company through the development of a vision and strategies for the future. The leader is then responsible for communicating through words and deeds this vision to internal and external audiences while motivating and inspiring the individuals who have to deliver it. Management, on the other hand, is generally described as being about the detailed planning, budgeting, organizing, controlling and staffing of the organization as well as ad hoc problem solving (Ravasi & Schultz, 2006).

Despite the success levels, there are notable areas envisaged to change which were not as successfully achieved and these include implementation of an initiative named Kilele aimed at creating a competition like environment to keep employees on their toes in service delivery, formulation and implementation of a service charter, dress code and use of a common font. There is therefore need to investigate the factors that affected the overall success of the rebranding process with a bias towards existing organization culture to find out whether and how this culture might have affected the level of success of the rebranding process-this enabled the researcher to come up with recommendations to assist the management in addressing the problem and possibly find ways of following up on the aspects of the rebrand which are noted to have attained low levels of success (Schein, 2004).

Unaitas commissioned the rebranding process with an aim of ensuring the Sacco becomes a more national institution open to all, this included name change and market positioning. The study reviewed the rebranding process at Unaitas Sacco in 2011, seek to find areas of success and challenges and identify possible influences of the process by the effect of prevailing culture on the rebranding process. The study therefore established the effects of business environment, Leadership, internal communication and management practices on corporate branding process (Schein, 2004).
1.3 Purpose of the Study
The purpose of the study was to explore the effects of organizational culture on corporate rebranding a case of Unaitas Sacco more specifically the research questions that guided the research were;

1.4 Research Questions
The study answered the following questions:
1.4.1 To what extent does internal communication influence corporate rebranding at Unaitas Sacco?
1.4.2 To what extent does business operating environment influence corporate rebranding at Unaitas Sacco?
1.4.3 To what extent does leadership influence corporate rebranding at Unaitas Sacco?
1.4.4 To what extent do management practices influence corporate rebranding at Unaitas Sacco?

1.5 Significance of the Study
1.5.1 Unaitas Sacco
The study was significant to Unaitas Sacco whereby it was understood to what extent do internal communication, Leadership style, Business operating environment and management practices influences corporate rebranding. The study also pointed out possible underlying cultural context which may be prevalent and affects processes and projects and where impact is undesirable, it was possible to change the culture to allow the organization attain a more efficient strategy implementation.

1.5.2 Shareholders
The study was important to the shareholders who are likely to benefit better in terms of returns where the organization is more efficient and effective in strategy implementation from proper alignment with prevailing culture. This accrued to the possibility to embrace strategic changes in the organization.

1.5.3 Employees
The employees of Unaitas also benefited by getting a better awareness of the organization, expectations and attain a deeper insight into their own interaction and alignment of goals of the organization with theirs as key agents of strategy implementation. Results are also important to the government in understanding the business operating environment for regulatory purposes.
1.5.4 Government
The study was also important to the government since it was able to evaluate and regulate the changes effected in deposit-taking Sacco’s in Kenya in an effort to improve the organization cultures and still promote strategic changes. Sacco society’s regulatory authority would also be great beneficiaries of the findings in their oversight role.

1.5.5 Academicians
The researcher gained by learning more about culture, its place in an organization, the characteristics and dynamics which affect organization day to day performance plus gain the requisite knowledge to attain the required academic knowledge and results. Scholars can gain tremendous professional benefits from expanded dissemination of other researchers work once the information is made public (Shamoo & Resnik, 2003).

1.6 Scope of the Study
The scope of the study was mainly the Unaitas Sacco administration function plus branch network in the areas of Murang’a, Kiambu, Machakos, Nairobi and Nakuru Counties. According to records available, the current staff compliment stands at 250 employees so the researcher focused on the whole Unaitas population to derive a sample size of 124 employees for this study which took one year to complete.

1.7 Definition of Terms
1.7.1 Culture cumulative knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and material objects and possessions acquired by a group of people in the course of generations through individual and group striving. Is the social heritage of a group, organized community or society. (Weber’s 1970)

1.7.2 Organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. (Ravasi and Schultz 2006).

1.7.3 Strategic Change - A restructuring of an organization's business or marketing plan that is typically performed in order to achieve an important objective. For example, a strategic change might include shifts in a corporation's policies, target market, mission or organizational structure. (Ryan 2011).

1.7.4 Rebranding is a marketing strategy in which a new name, term, symbol, design, or combination thereof is created for an established brand with the intention of developing a
new, differentiated identity in the minds of consumers, investors and competitors. (Clegg, Korneberger & Pitsis, 2005).

Deposit taking Sacco-are Saccos that act like banks in that they allow their customer’s to deposit and withdraw cash plus offer loans.

1.8 Chapter Summary

This chapter is an introduction of the study topic, a brief introduction to the organization under study and statement of the problem, then research questions to be addressed and the purpose of the study. Address the significance of the study and defining the scope of the study and finally definition of terms used in the document.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter provides the theoretical framework of the study. It gives the researcher more understanding on the subject. It is divided into review of related studies based on the objectives, critical review to identify the gaps that exist, and conceptual framework presentation. This area will provide published literature on the subject of study in an effort to try and find out the conclusions made in earlier research. This will help the researcher in understanding the research questions better and have a deep insight on the topic under study.

2.2 Extent to which internal communication influences Corporate Rebranding
2.2.1 Effective communication
When the organizational culture is well managed, effective communication is enhanced and when effective communication is applied, the organization’s goals and objectives become achievable. The organizational culture which may be internally or externally induced which accounts for the uniqueness of each organization. The culture, in turn, defines the operations in the organization. In addition, the organizational goals and objectives act as the propeller of the culture-moving the whole organization towards a definite direction. It also discusses the role of managers as cosmopolites in organizations who often interact with the different environment. They come in introducing new ideas to enrich the organizational culture or to prune the existing ones for better productive values and beliefs. Hence, it also concerned with how to manage organizational culture for effective organizational communication (Conger, 2000).

Most systems of internal communication are asymmetrical, however, and they do not increase morale or organisational effectiveness. A symmetrical communication system is one in which employees are provided mechanisms for dialogue with each other and with supervisors. Interpersonal communication is crucial in a symmetrical system, although employee media can complement it. Organisational values determine how employees and management implements objectives, what are principles which are clear and understandable and help employees in the fulfilment of their tasks. Values are brought by specific people working for these organisations. Major challenge for managers is to balance organisational values, vision,
targets and tasks with individual values represented by employees of organisations (Kolawole & Akinyele, 2002).

Effective communication: Kolawole and Akinyele (2002) see communication as the flow of material, information, perception and understanding between various parts or members of an organization. Communication here involves all the methods, means and media of communication (communication technology); all the channels, networks and systems of communication (organizational structures) and all the person-to-person exchange (interpersonal communication). It includes all aspects of information flow vertical, horizontal, diagonal or semi-vertical and various communication skills: writing, reading, speaking and listening (Fiske & Taylor, 1991).

Every organization has a culture and this culture can be managed for effective communication. Surely, an organization cannot exist without communication and it has also been advanced that an organization is as good as its communication system. Therefore, having utilized the necessary strategy for the planning of a better organization's culture management, it is expected that effective communication will be evolved. An effective communication invariably means goal-directed communication which should ensure the realization of the organizational goals and objectives (Kolawole & Akinyele, 2002).

Internal communication merits close attention as employees may be the most important audience for a company's organizational communication and corporate branding efforts. Indeed, employees are considered one of the most trusted information sources about an organization, this is so because they embody the corporate brand and interactions between them and external stakeholders communicate the brand's values as much as traditional marketing communications. Perhaps nowhere is this more important than in service industries where employees are routinely the contact point between a company's internal and external environments and where the interactions or moments of truth can deliver the brand promise and create a powerful image and experience among customers through appropriate behaviour or not, service companies need to instil shared understandings of their brand values in the hearts and minds of employees to enhance brand-supporting behaviours.

2.2.2 Corporate branding

Effective corporate branding requires all company employees to adopt and behave according to a company's set of core values. Hence, strong corporate brands are associated with
employees who are closely aligned with the core corporate values and are especially important as they are at the core of the corporate brand, are critical to how service brands differentiate themselves, and can inspire behavioural changes, motivation. Values can guide how an organization and its employees deal with the uncertainty that is inherent in uncontrolable or difficult events and thus predict most observable. When employees understand and are aligned with the core values, they have a better appreciation of their roles and higher commitment to delivering the brand promise, resulting in higher brand performance. For example, shared values have been shown to explain employees’ customer-directed service behaviours that go beyond their formal job descriptions or role requirements conversely, it would be considerably more difficult for employees to enact a company's core values if there is a misalignment between the corporation's and employees’ values.

Internal communication must be a two-way affair, as ‘successful corporate brands are characterized by participative approaches whereby senior management provide guidance about their core values, but find mechanisms to engage staff in discussions about their values to encourage a mediated, consensus view. This is similar to the two-way symmetrical model of public relations which is characterized by a dialogue rather than a monologue, in that the organization is as likely to be influenced by the receiver's communication as vice versa. This model involves the use of ‘bargaining, negotiating, and strategies of conflict resolution to bring about symbiotic changes in the ideas, attitudes, and behaviours of both organization and its publics argued that this model is the most ethical approach to public relations and ethical public relations is the most effective model for meeting organizational goals. It is simply insufficient for a company to write down its vision and values and hope that employees will ‘live’ them. Instead, the company must engage its employees in a dialogue about what the vision and values mean to them if it hopes to have the vision and values internalized by employees.

2.2.3 Marketing Brands
Many are times when organizations concentrate their efforts in marketing their brands to their customers ignoring a critical component in ensuring success and growth of the company. Employees form an integral part to the success story of corporate branding. Internal communication aimed at marketing the company is essential because it’s the best way to help employees make a powerful emotional connection to the products and services of the organization. Without that connection, employees are likely to undermine the expectations set by the advertising as well as other vital department within the company. In some cases, this is
because employees may simply don’t understand what the company has promised the public, so they end up working at cross-purposes. In other cases, it may be that employees don’t actually believe in the brand and feel disengaged or, worse, hostile toward the company. When employees care about and believe in the brand, they’re motivated to work harder and their loyalty to the company increases. Employees are unified and inspired by a common sense of purpose and identity (Balmer, John & Greyser, 2005).

Unfortunately, in most companies, internal marketing and communication are done poorly, if at all. While executives recognize the need to keep people informed about the company’s strategy and direction, few understand the need to convince employees of the brand’s power which they take it as a given. What’s more, the people who are charged with internal communications; HR professionals typically don’t have the marketing skills to communicate successfully. Information is rolled out to employees in the form of memos, newsletters, and so forth, but it’s not designed to convince them of the uniqueness of the company’s brand. These therefore underscore the importance of internal communication within an organization to ensure continued growth of corporate branding (Chin & Benne, 1969).

Internal communication influences employees’ brand attitudes, which in turn affects employees’ performance or employees’ brand promise delivery. It has shown the significance of relationships between effective internal communication practice and many organizations’ performance. Internal communication as considered as the most important tools for improving employees’ performance and for positive organizational outcomes. Accordingly, it is clear that internal communication is important for organizational functioning and significant impacts on subsequent profit growth, which on an individual level relates to employees’ performance or employees’ brand promise delivery. Therefore, successful internal branding needs all stakeholders in a business to understand the domains of internal communication as a tool for business success. It means that the domains of internal communication help businesses to create internal communication strategies for improving their communication climate and organizational effectiveness. Therefore, internal communication should focus on the relationship between internal communication and other organization outcomes and identify aspects that could improve its business performance and competitive advantage, and develop a well-constructed instrument that is aligned to these business objectives.
2.2.4 Brand values

Brand values play a critical role because they drive employee behaviour, and values enacted by employees notably determine the success of the service encounter in the eyes of the consumer. On their part, consumers are generally attracted to service brands that are perceived as having values congruent to their own and this gravitation occurs primarily through the value-enacting behaviour of customer-facing employees. A key characteristic of culture is good communication and how information is shared and exchanged within the organization. Effective communication is what keeps internal processes running smoothly and helps to create positive relations with people both inside and outside the organization. Successful communication is a two-way street, allowing for exchange of ideas.

2.2.5 Conflicts in internal communication

When there are communication breakdowns within an organization, it can lead to conflict in the workplace. This conflict is often caused from lack of communication or distorted or inaccurate information. Employees, no matter what level, should not be underestimated. Most employees are very savvy and can understand difficult issues more than leadership gives them credit for. It is always better to get employees involved in the difficult issues and to solicit their help in addressing the problem. Employees are the ones who do the day-to-day work and have more of an understanding than we sometimes give them credit for.

Successful organizations have figured out how to keep employees engaged and involved in the process and take advantage of their perspective and experience in identifying and resolving organizational issues. Sharing and celebrating successes and using employees to help solve problems is a best kept secret of successful organizations. This not only helps the organization move forward but gives the employee a sense of value and worth.

2.3 Extent to which business environment influence Corporate Rebranding

2.3.1 Business performance

The organizational culture stands out as one of the components that are important to sustaining performance, and competitive advantage, and a good reason for becoming a great company. The reason for ethical failure in many organizations is the fact that while leaders concede of culture as a powerful tool that can create and sustain performance, only few leaders give it the attention it deserves. A practical way to define organizational culture is the environment in which we work; these are the member’s behaviours, attitudes, beliefs, skills,
perspectives, habits and prejudices. Some of these attributes have been moulded by past leaders, either good or bad through years of indoctrination, influence, and reinforcement. The truth remains that leaders of organizations are responsible for the climate they create in their organization (Bennis, Benne & Chin, 2006).

This observable level of culture consists of behaviour patterns and outward manifestations of culture. These cultural characteristics can be observed in the physical layout of work environments, dress codes, and levels of technology, the attitudes and behaviours of the people. The second level the espoused values of an organization to a large extent determine behaviour Schein, (1999). These values are not observable as our physical behaviours and artifacts. These values are the difference between stated values and operating values. For example, this company values quality, we value our customers and so on. The operating value on the other hand is the actual manifestation of value that is truly in force. Most people in the organization will attribute their behaviour to the stated value. To truly understand culture according to Schein, (1999) we have to get to the deepest level of assumptions and beliefs. The essence of culture is the learned values, beliefs, and assumptions that become shared and taken for granted as the organization continues to be successful (Kapferer, 1998).

Establishing a shared vision requires a well-defined employee communication strategy that disseminates high quality information horizontally and vertically throughout the organization, with the capability of being receptive to the views of the recipients. Establishing a shared vision is an iterative process and consists of a number of stages. First, management defines its vision which is disseminated to all the organizational levels for feedback. Second, when feedback is received from employees, it is processed within a defined mechanism that allows for vision fine tuning.

Employees who are aligned with the company's values can help their organization attain a sustainable competitive advantage by giving external stakeholders experiences of these values. This means that employees represent significant brand value and an organization's leadership has a responsibility to marshal this opportunity. Employees need to know the identity of their corporation so they can play a critical role in making it ‘known’ to stakeholders. It is not good enough that employees understand the company's brand values and have the right skills if the goal is to be ‘brand ambassadors’: they also have to believe in and internalize the brand values through the enactment of appropriate behaviours.
2.3.2 Challenges facing business environment

Over the years, there has been a growing concern in the way many organizations have chosen to do business. With many scandals that have drawn public and media attention to many organizations for participating in illegal and unethical behaviour, organizational ethics has developed as a professional and academic disciplines to address some of these concerns. Organizations are now being challenged to be more accountable to their stakeholders and not just their shareholders, and this has made organizations begin to examine the relationship between management and their boards of directors (Kapferer, 1998).

It is important for every business organization to interact and transact with its environment because the business environment has direct relationship with the organization. The success or failure of an organization is primarily established by the effectiveness of its interaction with its environment, different restrictions are imposed on all organizations by the environment. The enterprise has little influence on the environment and therefore, it is important for the company to identify with the environment of its operation and devise its policies in relation to the forces in that environment. Any policy undertaken in a company is always affected by its environment. Several constraints are imposed on the enterprise by the environment and it imposes huge impacts and influence on the scope and direction of the company activities. In many countries business environment is dominated by the government regulations with a view to ensure a certain level of economic life to the people.

Values that are not internalized may mean that employees will say one thing in a given situation and actually do something quite different altogether. As companies ‘increasingly compete based on their ability to express who they are and what they stand for service brands need to depend on internal communication to empower employees to deliver on the brand promise regardless of consumers’ point of contact. If employees understand the company's goals and their own role in achieving them, they are more likely to want and be able to support these goals in their interactions with external stakeholders. Companies that attach higher importance to internal communication such as setting up a separate internal communication department are known to have higher levels of employee engagement and better reputations.
2.3.3 Factors affecting business operating environment

Business is affected by different factors which collectively form the business environment. These include economic, social, legal, technological and political factors. Business environment is therefore, the total of all external forces, which affect the organization and the business operations. These forces include customers, creditors, competitors, government, socio-cultural organizations, and political parties, national and international organizations. Some of these forces affect the business directly but others affect business indirectly. Business environment are categorized into three main categories internal environment, operational environment and external environment. When companies are pressed by competition and the ambition to achieve earnings growth to meet performance expectations for shareholders, leaders tend to do whatever is necessary to present good financial reports. As pressure builds to keep performance numbers looking good, company personnel over stretch the rules until the limits of ethical conduct is overlooked. Once this ethical boundary is compromised, subsequent acts of unethical conduct follow simultaneously. The fundamental problem with a company making profits at all cost is that the company does not serve either its customers or its shareholders.

Shareholders interest is really served when the company does a good job serving its customers, and improving the company’s competitiveness in the market place. Unethical and illegal activities, when they are exposed, result in actions that depreciate shareholder value and customer patronage of company products and services. When the corporate culture of an organization become corrupt, people in the organization find reasons to ignore what is right, and engage in any unethical activities they can get away with. Leaders encouraged employees to focus on bottom line and to be innovative and aggressive in whatever could be done to grow revenue. Since employees often follow the examples of their leaders, and look at what their leader pays attention to, Enron employees, and executives deceived stakeholders regarding the company’s debts by falsifying company records in spite of the integrity in its code of ethics. Enron became divisively clever in ways to boost revenue, even when it meant operating outside the company’s policies. Enron employee evaluation process and policy created a distrustful work environment, in an employee win at all costs mentality, a willingness to cross ethical lines. This company’s aggressiveness and win at all cost mentality nurtured an environment that eroded ethical standards.
The consequences of unethical culture and culture that is insensitive and indifferent to ethical considerations can be serious and far reaching for an organization. Organizations can be tangled in a web of legal proceedings. Equally important is the damage an ethical lapse can cause an organization’s reputation and relationships. The struggle to regain customer trust and market share has witnessed the exit of many organizations with such errors of ethical judgment.

Organizational leaders are confronted with many issues on how to generate organizational achievements. The organizational culture stands out as one of the important components that leaders can employ to sustain performance, build ethical and moral organizations and maintain competitive advantage. The leader who understands his organizational culture, and takes it seriously, will be capable of predicting outcomes, and making decisions to counter anticipated consequences. Schein’s primary embedding mechanisms can be employed by organizational leaders as major tools to teach their organizations how to perceive, think, feel and behave. These tools can be used positively or negatively. The application will depend to a large extent on the leader’s priorities, beliefs and values.

Changing an organisation culture is more difficult than developing a new one. Employees in new organisations are quite open to learning and accepting the culture of their new organizational home. The view is consistent with an idea basic to organisational change and development efforts that changing individual and group behaviour is both difficult and time consuming. Culture has an addictive quality, perhaps because culture members are aware that culture component cannot be altered without affecting others, cherished values and institutions.

New leadership must recognize that they face a number of powerful stakeholders with different expectations, issues, interests and power who have much influence on key elements in the organisations and the success of an ethical turnaround initiative. The board of directors must be convinced by the new leadership that the proper actions programs and reorganisations are being implemented and must be confident that the new management is competent and will be successful in the ethical transformation.
2.4 Extent to which leadership styles influences Corporate Rebranding

2.4.1 Culture influence

The organization culture as a leadership concept has been identified as one of the many components that leaders can use to grow a dynamic organization. Leadership in organizations starts the culture formation process by imposing their assumptions and expectations on their followers. Schein, (2004) states that As organizations stabilizes because of success in accomplishing its primary tasks, the leader’s assumptions become shared and embedding those assumptions can then be thought of more as a process of socializing new members. Organizational leaders achieve success by being consistent, in sending clear signals about their priorities, values and beliefs. Once culture is established and accepted, they become a strong leadership tool to communicate the leader’s beliefs and values to organizational members, and especially new comers. When leaders promote ethical culture, they become successful in maintaining organizational growth, the good services demanded by the society, the ability to address problems before they become disasters and consequently are competitive against rivals (Schein, 2004).

Schein, (1999) informs that corporate culture matters, because the decisions made without the awareness of the operative culture forces may have unanticipated and undesirable consequences. Organizational leaders are confronted with many complex issues, when making decisions about the best methods to generate organizational achievements in their complex environments. The leader’s success will depend to a large extent, on his knowledge and understanding of the organizational culture. The leader who understands his organizational culture and takes it seriously is capable of predicting the outcome of his decisions in preventing any anticipated consequences. The concept of organizational culture has been defined from many perspectives in the literature (Schein, 2004).

The opposing question confronting most organizational leaders is whether established cultures can be changed? Organizational cultures are created, maintained, and transformed by people. An organizational culture is in part, also created and maintained by the organization’s leaders. Organization founders and leaders at the executive level are the principal source for the generation and reinfusion of organizations ideology, articulation of core values and specific norms. Organizational values express preferences for certain behaviours or outcomes. Organizational norms express behaviours acceptable by others, and are culturally acceptable ways of pursuing goals. Leaders also establish the parameters for formal lines of communication and the formal interaction rules for the organization (Schein, 2004).
2.4.2 Employee performance

Values and norms, once transmitted through the organization, establish the permanence of the organization’s culture. The primary mechanisms: In support of moral and ethical behaviour. Leaders must operate from a foundation of high morality and ethical discipline in the organization at all times. They must personally act in accordance with productive values and beliefs, and they must teach, others to do the same. They must establish and promote the culture. With the awareness of culture in today’s organizations, and its strong impact on employee behaviour, leaders in organizations can create a culture that supports strong moral and ethical behaviour (Schein, 2004).

Managers do not deny the importance of organizational culture in employee satisfaction, few fail to realize the direct impact they have in shaping it. It is oftentimes believed that cultures are predetermined; however, this is a false assumption. It is crucial that managers at all levels are aware of their roles and responsibilities in upholding positive workplace environments that can increase employee satisfaction. Dissatisfaction is the major cause of turnover and can have detrimental cost and environmental effects on the agency.

Managers are always under the magnifying glass, with each action carefully scrutinized by subordinates. They must exercise caution when making decisions, ensuring that fairness and equitability exists among staff, and that ethical standards are upheld on a continual basis. The four cultural components, viewed as managerial traits of trust and trustworthiness, empowerment, consistency and mentorship coexist at all times regardless of the type of culture. Managers must put support systems and other mechanisms into place that allow employees the opportunity to empower themselves and to flourish, thus increasing their own effectiveness as well as that of the organization.

Culture is socially learned and transmitted by members; it provides the rules for behaviour within organizations. The definition of organizational culture is of the belief that can guide staff in knowing what to do and what not to do, including practices, values, and assumptions about their work. The core values of an organization begin with its leadership, which will then evolve to a leadership style. Subordinates will be led by these values and the behaviour of leaders, such that the behaviour of both parties should become increasingly in line. When strong unified behaviour, values and beliefs have been developed, a strong organizational culture emerges. Leaders have to appreciate their function in maintaining an organization’s
culture. This would in return ensure consistent behaviour between members of the organization, reducing conflicts and creating a healthy working environment for employees.

Organizational culture expresses shared assumptions, values and beliefs, and is the social glue holding an organization together. A strong culture is a system of rules that spells out how people should behave. An organization with a strong culture has common values and codes of conduct for its employees, which should help them, accomplish their missions and goals. Work recognition and job satisfaction can be achieved when employees can complete the tasks assigned to them by the organization.

2.4.3 Work diversity

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future vision and to motivate the organizational members to achieve the visions. A leader does not stand behind a group to push and prod; she/he places herself/himself before the group, facilitates progress and inspires the group to accomplish organizational goals.

One of the most powerful ways leaders and organizational founders communicate values, beliefs and priorities are on what and where they place their attention. What the leader emphasizes and measure overtime can have a great impact on the organization’s culture. Schein, (2004) states that this process becomes a powerful way of communicating a message, especially if the leaders are totally consistent in their own behaviour. It is the consistency that sends the message about the leader’s priorities, values and beliefs. It is therefore the consistency that is important and not the intensity of the action. When subordinates focus attention on what the leader is looking at they begin to pay attention to it. All leaders have an agenda, a series of beliefs, proposals, values, ideas, and issues which they wish to put on the table. The values promoted by the leader, has significant impact on the values exhibited by the organization. Organizational leaders play a major and very important role in establishing the ethical climate of their organization. Leader’s, who pay more attention to form, can create organizational cultures to make people believe that the substance of the recommendation is less important than the way it is presented Schein, (2004).

2.4.4 Employee’s moral behaviours

A leader can use both positive and negative signals as powerful tools to draw the attention of subordinates to what is important to the leader and the organization. A morally ethical
organization must establish trust to obtain the accurate knowledge required to make ethical decisions. Telling the truth at all times become a leader’s powerful toll on what subordinates pay attention to. Leaders, who pay attention to moral and ethical behaviour, empower and motivate subordinates to also pay attention in that direction. It is not enough to have a business code of conduct; the leader must give very strong signals, and pay attention in that direction, also monitoring policies and operating procedure on a consistent basis. What the leader pays attention to can equally include punishment for non-compliance and reward for adherence. Leadership responsibility for ethical behaviour must reflect the attitudes, beliefs, values and behaviour patterns of an organizations operating culture. All these begin with the leader. Looking at what the leader is looking at can reinforce a strong culture of ethical and moral behaviour in the organization.

Good leadership is viewed as being vital for encouraging employee participation and is seen as being an essential ingredient for high performance project teams. In an organization both employees and their managers are not satisfied that their organization’s internal communication mechanism is adequate. In a turbulent economic environment, managers have had to live with rapidly changing business conditions that result in a radical change to their business strategies. This radical change to the business strategies has in turn resulted in overloading their internal communication process leading to severe criticism from employees. Employees complain that they were often confused by conflicting messages, were overloaded with information, had difficulty prioritizing their activities and felt there was insufficient leadership.

There is a need for management to introduce a communication configuration that enables the management team to formulate and impart clear and consistent messages to all the employees. There is also a need for management to display leadership by having face-to-face meetings with employees and holding regular team briefing sessions.

A communication strategy only becomes effective when it is a meaningful two-way process. Employees, either as individuals or as a team, must be given the opportunity to provide their feedback. However, the provided feedback is to be perceived as being seriously taken into consideration by management and be visibly seen to be applied in the organization’s decision-making process.
2.5 Extent to which management practices influences Corporate Rebranding

2.5.1 Management style

Since culture has a greater influence on the behaviour and performance, every organization through the managers must therefore have a numerous channels of transmitting their cultural values to the employees. Brown D. R. and Harvey (2006) highlighted some of the several ways of learning the culture of the organization. This includes; stories, rituals, material symbols and languages. The story, according to Buchanan and Huczynski (2004) provides descriptive explanation about the past, give insight into the present and anticipate for future occurrences. This enlightenment focuses on the rationale behind the establishment of the organization, the core values, actions and reactions to past mistakes, and organizational coping strategies (Frambach & Schiilewaert, 2002).

The rituals are the action that articulates and strengthens the key values of the organization, management style, the strategic intent and objectives as well as the resourcing strategies of the organization. The material symbols serve as a means to spread messages like values of sincerity, risk taking, honesty, equality, resourcefulness, inventiveness, and discipline to the employees. Ogbonna & Harris (2000) also identified other examples of material symbols which include the structures, composition of employees, size of offices, trademarks, logo, and so on. Finally, the banking industry adopts and uses different languages as a way to identify members who shared common values and with relatively stable characteristics. To the new employees, they are frequently overwhelmed with acronyms and jargon that, after six months on the job, have become fully part of their language (Ogbonna & Harris, 2000).

Organizational members are able to understand how their communicative actions and interactions contribute to the increased performance and organization’s mission and philosophy. Kandula (2006) adduced that effective performance cannot be attained without a formidable cultural values. Magee (2002) contends that the relationship between organizational culture and employees’ performance cannot be quantified since both variables depend on each other for success. Since culture is what distinguishes an organization from another, therefore the strategies and practices put in place will be quite different as well. It is believed that formidable cultural values and diversity have a significant influence on the performance, commitment, morale and motivations of an employee in the banking sectors (Kandula, 2006).
Moral simply stated “is concerned with social practices defining right and wrong” (Beauchamp & Bowie, 2004, p.1). These practices of right and wrong are transmitted within cultures and institutions from generation to generation. Organizational ethics on the other hand “studies the ethical issues relevant to ways in which organizations influence their members, and the ways in which these members influence each other and the organization Horvath, (1995). Organizational ethics studies organizational culture, and the standards that are relevant in guiding behaviour. These standards are derived from the organizations core values, such as honesty, trust, and loyalty. Organizational ethics perceives an organization as a community or culture, focusing on its strengths both past and present. It address the need for an organization to be run in a manner that takes into consideration each member of the organization and how their interactions affect one another as well as the organization (Senge, 1994; Hartman, 2001).

2.5.2 Communication channels

In many organisations there is no single audience, but many different groups and individuals all with their own preferred ways of communicating and being communicated with. For many employers team briefings continue to be used as the preferred way of getting key messages across, but some employees may find these inhibiting – not all employees will feel confident about speaking up in front of a group of colleagues and senior managers. It may be best to use a mix of communication channels – such as emails, intranet sites, or bulletins. Trade union and employee representatives also have an important role to play in getting messages across (Goshal & Bartlett, 1995).

Management should aim through its internal communication strategy to resolve employee grievances before they are escalated to the employee unions. Often industrial disputes occur because of a severe breakdown of the internal communication process. Industrial disputes literally destroy project team harmony. In other words, the issue becomes the management versus the employees; hence the sense of cooperation and collaboration turns into confrontation. It is important that management adheres by specific values that are associated with honesty, integrity and trust. This is the reason why management must keep employees informed of both the good and bad news, because the relationship between the employees and management must be built on trust. Once again, the objective of the external communication process at this level is to seek close collaboration.
A proper communications strategy helps project managers to send sufficient and unambiguous information to their employees and provide them with an opportunity to give their views, hence achieving two-way communication. It is important too that the provided feedback is visibly seen to be applied in the organization’s decision-making process. Such a process will build the required leadership-employee trust for implementing a successful communication strategy.

Organizational culture is a dynamic aspect that creates peculiarity and distinction between one organization and others. This culture serves as an integrative way of embracing the organization together by providing principles that guides the attitude, thoughts and behaviour of the employees. Due to the diverse nature of workforce, it becomes important for organizations to draw a blueprint of culture that moulds employees in the way management desires. However, one of the management prerequisites for new employees is there willingness and acceptance of the organization’s core cultural values. At the same time, management seeks ways of recognizing and harmonizing the gender, religion, race, ethnic, and other differences that these employees bring to the workplace. The culture of every organization is particularly resistant to change and even when a culture needs to be changed, the management has little or no influence because the employees must have been committed to them.

Organizations also tend to be efficient because they have shared values that are consistently reliable, harmonized, and integrated. Above all, management at all levels must create a culture that promotes the attainment of corporate goals and increased employees’ performance. In addition, employees’ performance through competitive competence of organization can be improved by building strong people and effectively managing their differences and integrating them to the shared values. Organizational culture as an effective means of sharing values, managing dispersed work units and increasing workforce, organizational culture is even more important today with the information age which has arrived in full force and technology along with all of its advancements than it was in the past. An organization’s customs, traditions, and general way of doing things are largely influenced by the common perception held by the organization’s members. Organizational culture has been perceived as blueprint of shared values which helps to increase the consistency of employee behaviour and beliefs.
2.5.3 Adaptation to internal and external culture changes

Organizational Culture has reflected in the customs, beliefs, norms, morals, ethics and core values of its members and thereby helps in increasing competitive advantage and in turn serves as an avenue for managing strategic capabilities and achievement of corporate goals. Organizational culture has played prominent roles in adapting to external and internal changes; maximizing the value of employees through organizational learning, knowledge management and creativity; and also the willingness to share knowledge and undertake risks inversely, the nature of cultural influences and management of the environment through strong and weak Cultures. An organization’s success can be determined not just to adapt to general way of doing things but to take several requisites that help to influence and manage the environment. In view of this, has developed a framework that commonly differentiates between strong and weak cultures.

A strong culture is endowed with the organization’s shared values which are more directly related to reduce turnover and promote job satisfaction. In addition strong culture is a means to the actualization of the strategic intent, mission and vision statement of the organization. However, it is evident that the culture of the organization influences the style of management and the performance of the employees in the workplace.

A successful ethical turn around often requires that leadership be put in the hands of someone new, often someone without a past history in the company. This person must have the freedom and ability to make changes. Those who cannot provide help to the organisation during the transition will have to be recognized and if necessary replaced. However the new leadership should not adopt an attitude of change merely for change’s sake. Member of existing leadership who are retained should form a link between new leadership and the rest of the organisation. Employees of the organisation must be committed to the ethical turnaround and feel personally involved in achieving it.

Employee-management meetings should be characterized by a non-threatening environment, complete openness and honest spontaneous responses to all types of questions, acceptance of constructive criticism and a request for feedback. The setting for these meetings must be based on mutual trust where all cards are placed on the table. It is through such a process that everyone in the organization is focused on the vision, mission, strategies and objectives of the organization. Hence, the internal communication process provides direction in terms of where the organization is heading, defines clear objectives in terms of expected productivity and
quality levels, provides momentum by focusing everyone towards a common goal and offers an opportunity for senior management to demonstrate leadership qualities and further develop their leadership competencies.

2.6 Chapter Summary
This chapter involves a literature review on the existing theories regarding the research questions. The researcher tries to find out how internal communication, business environment, leadership style and management practices as factors affecting organization culture influences corporate rebranding process and finding out what other scholar have found out and concluded about the topic under study. The review is done under every research question so as to provide a better of the topic under study.
CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction
This chapter contains the methodology that the researcher employed in data collection; research design, target population, sampling design (Sampling frame, sampling technique and sample size), data collection instruments, methods and procedures and data analysis techniques.

3.2 Research Design
A research design is a procedural plan that is adopted by the researcher to answer questions validly, objectively, accurately and economically. This study adopted a descriptive research design as well as explanatory research design. According to Mugenda and Mugenda (2003), descriptive research is a process of collecting data in order to test hypotheses or to answer questions concerning the current status of the subjects in the study. A descriptive study determines and reports the way things are. This approach assisted the researcher in collecting detailed information through descriptions on the state of affairs already existing in the field and without manipulating any variable, be able to generalize the findings to a larger population by the use of questionnaires and secondary materials (Mugenda & Mugenda, 2003).

Despite confining to descriptive research, the study shall explore and use explanatory research design. The term explanatory research implies that the research in question is intended to explain, rather than simply to describe, the phenomena studied. Exploratory research is defined as the initial research into a hypothetical or theoretical idea. This is where a researcher has an idea or has observed something and seeks to understand more about it. An exploratory research project is an attempt to lay the groundwork that will lead to future studies, or to determine if what is being observed might be explained by a currently existing theory. In this case, the case study of Unaitas was explored in details in understanding the whole rebranding process (Mugenda & Mugenda, 2003).
3.3 Population and Sampling Design

3.3.1 Population
According to Cooper and Schindler (2006), a population is the total collection of elements which the researcher wishes to make inferences. The target population is the entire set of individuals about which we require and take information from (Cooper and Schindler 2006). Mugenda and Mugenda (2003) described population as the entire group of individuals or items under consideration in any field of inquiry and have a common attribute. This was a census study and targeted all the 249 Unaitas Sacco employees spread out in the administration function and within the Sacco’s 19 branch network in the areas of Murang’a, Kiambu, Machakos, Nairobi and Nakuru Counties. The sampling population out of this was the senior managers responsible for the operations of Unaitas Sacco as well as employees in the technical, marketing and human resource management. Out of these, 124 employees were chosen as respondents which formed the census for this study (Mugenda & Mugenda, 2003).

3.3.2 Sampling Design
Sampling is the process by which inference is made to the whole by examining a part. The purpose of sampling is to provide various types of statistical information of a qualitative or quantitative nature about the whole by examining a few selected units.

3.3.2.1 Sampling Frame
The study explored all the population of the study to come up with the intended sample size and which was used in the study. The sampling frame used was the 124 employees randomly picked from the study population

3.3.2.2 Sampling Technique
The sampling method is the scientific procedure of selecting those sampling units, which would provide the required estimates with associated margins of uncertainty, arising from examining only a part and not the whole. The study used stratified random sampling from the population from the employees of the Sacco (Cooper and Schindler 2006).

3.3.2.3 Sample Size
The study population consisted of all the employees of Unaitas Sacco with more than 249. However, from these numbers, a sample size of 124 was chosen using simple random sampling technique to act as the sample for this study.
### Sample size

<table>
<thead>
<tr>
<th>Total number of Staffs</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>249</td>
<td>124</td>
</tr>
</tbody>
</table>

#### 3.4 Description of Research Instrument

Research instruments in a research are designed and used to obtain, gather and/or collect data and/or information on a topic of interest from research subjects. For the purpose of this study, questionnaires were used due to the following advantages. It was possible to administer them to respondents in all the 19 branches who formed the sample population and got them in good time for analysis. It facilitated definition and/or qualifying terms that could easily be misinterpreted and careful usage of descriptive adjectives and adverbs that have no agreed-upon meaning. It also facilitated data gathering and testing, thus, increasing data reliability and validity through a less time-consuming procedure. It was also found more applicable as it related to the study design used in ensuring the anonymity and confidentiality of the respondents’ reactions and answers were preserved (Mugenda & Mugenda, 2003).

#### 3.5 Research Procedures

A research procedure is a fixed, step-by-step sequence of activities or course of action (with definite start and end points) that must be followed in the same order to correctly perform a task. The researcher started by formulation of questionnaires then went to population sampling where the sample size was delivered and obtained by simple random sampling (Shamoo & Resnik, 2003).

#### 3.6 Data Collection Procedures

The researcher used introduction letter from the head of departments in the company in order to commence collecting information from the respondents who were mainly company employees. The researcher administered questionnaires to all employees across the company departments among the managers and the subordinates as stipulated in the sample size. The respondents were encouraged to provide information willingly and feel free in expressing their personal feelings, observations and thoughts in relation to the research topic (Cooper & Schindler, 2006).
3.7 Data Analysis Procedure
The study generated both qualitative and quantitative data from questionnaires and secondary data in order to know the number of people who know/don’t know the effects of organizational culture to corporate rebranding. The quantitative research analysis indicated that the number of respondents and reasons about the research questions while the qualitative analysis provided unquantifiable information about the respondents. In conducting qualitative research to better manage the situation, the researcher begun by observing how the qualitative approach was especially appropriate in researching how organizational culture affected corporate rebranding. The researcher used descriptive statistical methods such as frequencies and percentages to analyse the data. The open ended questionnaires were analysed using statistical package of social science and results presented inform of tables, charts, figures and graphs with the help of a likert scale which ranked the importance and essential features of variables tested by the questionnaires. The analysed data was presented in table, pie charts and graphical forms since they are the best instruments for analysis of qualitative data and the results presented in the subsequent chapter (Shamoo & Resnik, 2003).

3.8 Chapter Summary
This chapter contains the methodology that the researcher will employ in data collection; research design, target population, sampling design, Sampling frame, data collection methods and research procedures and finally data analysis techniques. It gives the importance of all the methods applied in identifying the respondents, collecting and analyzing data.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
The following chapter presents the analysis of data carried out with relation to effects of organizational culture to corporate rebranding at Unaitas Sacco. The data was collected through use of a questionnaire and analysis done by the help of SPSS and Excel spreadsheet. Since much of the data collected was qualitative as indicated in the chapters above, data presentation would best be presented inform of graphs, tables and pie charts in demonstrating the effects of organizational culture to corporate rebranding.

4.2 Response Rate and Demographic
The total response rate for the 124 respondents which were involved in the study represented 50% percent of Sacco population. This was a successful rate because the researcher presented the questionnaires hence was able to collect as many as possible as compared to when the questionnaires are sent. With regard to the demographic, the response rate comprised of both ladies and gentlemen who were drawn from the employees of Unaitas Sacco. The results for response rate and demographic are represented in the following sections of gender, age distribution and work experience.

Gender
The Gender of the respondent during the survey, 41% was Female and 59% were males.

![Gender Distribution](image)

Figure 4.1: Gender Distribution
Figure 4.1 illustrates the gender distribution of sample size used in the research. From the diagram, majority of those who took part in the research were males at 59% while females were 41%. This translates to 73 respondents been males while 51 respondents were females. As stated in chapter three, the total sample population was 124 respondents especially at the management and selected department.

**Age Distribution**

The age bracket of those responded during the survey

![Age Distribution Chart](image)

**Figure 4.2: Age Distribution**

From the above figure, it is evident that Unaitas Sacco enjoys relatively young class of employees in terms of age. 48% of the respondents representing 60 employees were aged below 30 years while those in age brackets of 31-40 years were second with 42% representing 52 employees. Only a small percentage of 9 indicated they are aged between 41-50 years at 11 employees. This demonstrates that Unaitas Sacco has deliberated aligned itself to the culture of hiring young professionals to advance their agenda of rebranding the company.

**Working Experience**

The working experience for those respondent participated in the survey
Table 4.1: Working Experience

<table>
<thead>
<tr>
<th>Working Experience</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Less than 5 years</td>
<td>67</td>
<td>54.0</td>
<td>54.0</td>
</tr>
<tr>
<td>6-10 years</td>
<td>33</td>
<td>26.6</td>
<td>26.6</td>
<td>80.6</td>
</tr>
<tr>
<td>11-15yrs</td>
<td>16</td>
<td>12.9</td>
<td>12.9</td>
<td>93.5</td>
</tr>
<tr>
<td>over 15yrs</td>
<td>6</td>
<td>4.8</td>
<td>4.8</td>
<td>98.4</td>
</tr>
<tr>
<td>Didn't answer</td>
<td>2</td>
<td>1.6</td>
<td>1.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>124</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.1 above represents the number of years the respondents have worked at Unaitas Sacco. From the analysis, majority of the employees at 67 of the respondents representing 54% have worked for than five years. Those who worked between 6-10 years were 26.6% representing 33 respondents. 16 respondents indicated that they have worked between 11-15 years while those who have worked over 15 years were 6 at 4.6%. This further supports the fact that the organizational culture of Unaitas Sacco is a diversity strategy aimed at ensuring corporate rebranding is well represented by experienced and new entrants in the job market. High number of employees below five years indicated more and more people want to join the company further strengthening the notion of good organizational behavior and strengthened culture in the company.

4.3 Reliability Analysis

In our study, we measured the reliability analysis by testing the results through Cronbach's Alpha using SPSS which gave the following scores. Overall, the Cronbach’s Alpha for the variables stood at 0.906 which is relatively high and good enough cumulatively indicating the variables can be relied upon making the decisions and implementing policies as recommended.
Table 4.2: Reliability Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>Crouches Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Communication</td>
<td>0.86</td>
</tr>
<tr>
<td>Business environment</td>
<td>0.83</td>
</tr>
<tr>
<td>Leadership</td>
<td>0.89</td>
</tr>
<tr>
<td>Management Practice</td>
<td>0.79</td>
</tr>
<tr>
<td>Corporate Rebranding</td>
<td>0.89</td>
</tr>
</tbody>
</table>

From table 4.2, the reliability analysis of the variables was conducted Cronbach's Alpha to ascertain how much the variables may be relied upon in policy recommendations. As earlier indicated in the Cronbach's Alpha approach, the higher the correlation coefficient in reliability analysis, the greater the reliability. From the analysis, the correlation coefficients were nearly close to the Cronbach's Alpha of 0.906. Leadership and Corporate Rebranding indicated the highest reliability since their correlation coefficients were the highest at 0.89 followed by Internal Communication at 0.86 and then Business operating environment at 0.83 with management practice the last with 0.79. These statistics indicate the highest level of reliability of the variables in determining the outcome of the results in question and hence policy prescriptions can heavily borrow the recommendations of the research.

4.4 How Internal Communication Influences Corporate Rebranding

The comprehensive rebranding process may not be a success if the communication aspect is not handled properly with inclusion of all the stakeholders. Table 4.3 below demonstrates various internal communication aspects which ought to be considered in the rebranding process and the responses received in assessing its contribution.
Table 4.3: Internal Communication and Rebranding

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Didn't answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am made aware of the overall policies and goals of my organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Written communication (newsletters, memos) are adequate within this organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am regularly notified of important changes that occur in my organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The training provided by my organization enables me to deliver the brand promise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization informs employees in a good way the things that are relevant to them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We are encouraged to suggest ways to improve our organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People who work here are encouraged to come up with new ideas to improve our organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I use knowledge about the company brand to perform my job.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Researcher 2015)

Table 4.3 has demonstrated the importance of internal communication with regard to rebranding at Unaitas Sacco. More 75% of the respondents agreed that, the management adequately involved them when formulating organizational goals and policies for better operations in the company. Various forms of communication were also observed to be used
adequately with slightly below half of the total respondents indicating use of memos and newsletters as a satisfactory form of communication. However, this aspect of internal communication did not receive such a strong support with 33.9% of the respondents indicating there are not away of any communications in the company. 12.1% of the respondents as well indicated they disagreed that memos and newsletters as efficient communication modes in the company. 9.7% of the respondents as well strongly disagreed with such communication methods.

However, whenever a change is effected in the company, majority of the respondents strongly agreed at 12.9% and agreed at 45.2% that they receive prompt notifications whenever there are important and regular changes in the company. This notion further suggests the emphasizes under which Unaitas Sacco has attached to internal communications to its employees in advancing the rebranding agenda forward. Rebranding may not be successful unless necessary training and educational aspects of employees are not thoroughly considered. In this regard, 16.1% of the respondents strongly agreed that the company has offered sufficient training with regard to brand promotions. This was further supported by 37.1% of the respondents who agreed that they are trained with regard to brand promotion and growth.

Other internal communication in the company however was observed not to be satisfactorily as may be expected by employees. When requested whether they were aware of the ongoing in the operations of the company, 33.9% were not sure of any communication made in good time regarding what matters to them with regard to rebranding. 12.1% of the respondents disagreed that the company passes prompt information of the important aspects of the rebranding process at Unaitas Sacco. This shows the importance of personal communications with regard to their role in the brand process of the company.

Every company achieves a competitive advantage whenever various improvements are implemented in the company. In this regard, 20.2% and 37.9% strongly agreed and agreed respectively that they are constantly given a chance to suggest various ways of improving operations at Unaitas Sacco. 67.8% agreed that Unaitas Sacco over time is receptive of new ideas from the staff on various ways of improving performance. This shows participatory approach in ensuring brand success. Finally, 34.7% strongly agreed that they are motivated by the rebranding process in their daily business operations. 37.9% agreed that the knowledge
they have received is essential in their daily working. They consider this knowledge as important in helping them perform daily responsibilities at Unaitas Sacco.

4.5 How Business Environment Influences Corporate Rebranding

Every business ought to identify the environment it operates to understand the operational dynamics which exists and devise ways and means of taking a competitive advantage over other companies. In this regard, every company ought to be vigilant to identify the opportunities that exist in order to maximize on profitability. The business environment that Unaitas operates in and its effects to the rebranding process are summarized in figure 4.3 below.

![Figure 4.3: Business Environment](image)

Figure 4.3 above summarizes the respondent views, opinions and observations with regard to the role of business operating environment in shaping the dynamics of rebranding with Unaitas Sacco. 33.9% of the respondents agreed that the company has a strong work performance culture with 17.7% strongly agreeing with the assertions. However, 27.4% were not sure of the work performance culture in the company with 14.5% disagreeing the existence of strong work performance culture within Unaitas Sacco.
When the question of whether Unaitas has the best interest of employees in its policy, 35.5% of the respondents agreed with the notion while 19.4% strongly agreed. However, 29.8% of the respondents were not sure with slightly low percentage of 9.7% disagreed. The safety of employees at Unaitas was also found to be taken off with 30.6% indicating a strong agreement while those who agreed stood at 35.5%. Every company cannot survive especially in the highly competitive banking industry unless with full support of shareholders and other stakeholders. In this regard, 53.2% strongly agreed that Unaitas Sacco is highly regarded by its stakeholders. Those who agreed stood at 31.5% of the respondents showing the external business environment of Unaitas Sacco is well thought of an attractive even to other stakeholders.

In the modern financial market, every company ought to devise various competitive ways and means to ensure competitive advantage over other companies with an aim of maximizing profits. In this regard 41.9% of the respondents agreed that Unaitas has been vigorously in exploring new markets. 37.1% strongly agreed that Unaitas Sacco has been venturing to new areas and capturing more customers otherwise considered unachievable. The aspect of customer relationship is of paramount importance and the success of a company depends largely with how they treat their customers. 47.6% of the respondents indicated that Unaitas Sacco is a customer focused company with 29.8% agreeing as demonstrated in figure 4.3 above. With the current technological advancement in the contemporary business environment, business adoption to technology will go a long way in enhancing its operations and improving performances. 36.3% of the respondents strongly agreed that technology has been widely developed and used at Unaitas Sacco with an aim of improving services. 38.7% of the respondents also agreed with the fact that Unaitas has incorporated technology in its operations. This is a milestone considering the competition that the penetration of internet has brought in the commercial and financial industries.

4.6 How Leadership Styles influences Corporate Rebranding

The leadership of any organization or company forms an essential component in the success of an entity with their philosophy, principles and values been the guiding principle for the organization. Table 4.4 below summarized the responses received when respondents were required to answer questions regarding the leadership of Unaitas Sacco.
Table 4.4: Leadership Styles

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Didn't answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders encourage and support staff in development</td>
<td>17.7</td>
<td>39.5</td>
<td>25.8</td>
<td>9.7</td>
<td>5.6</td>
<td>1.6</td>
</tr>
<tr>
<td>Leaders are accessible to staff</td>
<td>20.2</td>
<td>40.3</td>
<td>21.0</td>
<td>8.9</td>
<td>8.9</td>
<td>.8</td>
</tr>
<tr>
<td>Leaders recognize value contribution by staff</td>
<td>13.7</td>
<td>41.1</td>
<td>25.0</td>
<td>12.1</td>
<td>7.3</td>
<td>.8</td>
</tr>
<tr>
<td>Leaders encourage team work and interaction of all levels of staff</td>
<td>21.8</td>
<td>38.7</td>
<td>21.8</td>
<td>10.5</td>
<td>5.6</td>
<td>1.6</td>
</tr>
<tr>
<td>Leaders recognize individual staff performance</td>
<td>8.9</td>
<td>32.3</td>
<td>31.5</td>
<td>12.1</td>
<td>14.5</td>
<td>.8</td>
</tr>
<tr>
<td>Leader trust staff judgments and empower staff to make decisions</td>
<td>8.9</td>
<td>39.5</td>
<td>27.4</td>
<td>11.3</td>
<td>11.3</td>
<td>1.6</td>
</tr>
<tr>
<td>Leaders give clear a sense of direction</td>
<td>20.2</td>
<td>36.3</td>
<td>25.0</td>
<td>16.1</td>
<td>1.6</td>
<td>.8</td>
</tr>
<tr>
<td>Leaders communicate the organization vision, strategy and objectives</td>
<td>37.1</td>
<td>36.3</td>
<td>16.1</td>
<td>8.1</td>
<td>1.6</td>
<td>.8</td>
</tr>
</tbody>
</table>

(Source: Researcher 2015)

From table 4.4 above, 39.5% of the respondents agreed that leaders at the company encouraged and supported staff in development and their daily work. This was further supported by 17.7% of the respondents who strongly agreed. 25.8% however were unsure of the support leadership at Unaitas Sacco offer to staff development with 5.6% disagreeing and kind of support if offered by their leaders. The relationship of leaders and the staff is of paramount importance in business operations. In this regard, 40.3% agreed that leaders at Unaitas Sacco are accessible to staff with 20.2% strongly agreeing. 21% were not sure of their leaders’ accessibility while 17.8% disagreed. When leaders are accessible, their relationship with staff is as well important. Those who agreed with recognition of staff efforts
by their leaders were 41.1% while 13.7% strongly agreed. However, 10.5% disagreed that their efforts are in any way recognized.

Organizations and companies rely with proper interactions among staff and how well groups are able to interact and work as a team. 38.7% of the respondents agreed that team work and staff interaction at Unaitas Sacco are highly emphasized. Though 10.5% disagreed of importance of team work, 21.8% of the respondents on extreme strongly agreed leadership efforts to form a team and foster staff interactions in all levels. The numerous award ceremonies organized at Unaitas Sacco attest to the fact that, leadership of the company value individual as well as team contribution of its employees. This was supported by 41.2% of the respondents while 31.5% indicated insufficient knowledge on the same. The way leaders treat employees and staff is of paramount importance, 39.5% of the respondents agreed that leaders at Unaitas Sacco do provide space and freedom for staff and employees to make their own independent judgment and decisions for the wellbeing of the company. While making their own judgment and decisions, leaders ought to provide a sense of direction and guidance to their employees. This was supported by 36.3% of the respondents. A combination of 74.4% of the respondents agreed and strongly agreed that leaders at Unaitas Sacco clearly communicates the organization’s mission, objectives and strategies to their staff for implementation in a well-organized way. Therefore, even when the company was undertaking the rebranding process, all the involved personnel were aware of their responsibilities hence easing the process and marketing it.

4.7 How Management Practices influences Corporate Rebranding

The way management in any organization directs operations and activities in the company is of paramount importance in achieving the company’s mission, vision and objectives. Table 4.5 below summarizes the respondents’ opinion on the management role in the rebranding process at Unaitas Sacco.
Table 4.5: Management Practices

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Didn't answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management is flexible and open to change</td>
<td>14.5</td>
<td>38.7</td>
<td>22.6</td>
<td>14.5</td>
<td>8.9</td>
<td>.8</td>
</tr>
<tr>
<td>Planning meetings are well organized and held regularly</td>
<td>13.7</td>
<td>35.5</td>
<td>29.8</td>
<td>12.9</td>
<td>7.3</td>
<td>.8</td>
</tr>
<tr>
<td>Seeks opinions in decision making process directly or indirectly</td>
<td>16.1</td>
<td>33.9</td>
<td>31.5</td>
<td>12.9</td>
<td>4.8</td>
<td>.8</td>
</tr>
<tr>
<td>Takes part in setting own targets at work</td>
<td>17.7</td>
<td>42.7</td>
<td>18.5</td>
<td>10.5</td>
<td>8.1</td>
<td>2.4</td>
</tr>
<tr>
<td>Willing to delegate responsibilities for junior staffs to learn</td>
<td>19.4</td>
<td>44.4</td>
<td>18.5</td>
<td>9.7</td>
<td>7.3</td>
<td>.8</td>
</tr>
<tr>
<td>Clear growth path and succession plan is in place</td>
<td>6.5</td>
<td>25.8</td>
<td>25.8</td>
<td>23.4</td>
<td>17.7</td>
<td>.8</td>
</tr>
<tr>
<td>Time management taken serious aspect of Organization management</td>
<td>15.3</td>
<td>30.6</td>
<td>33.1</td>
<td>11.3</td>
<td>8.9</td>
<td>.8</td>
</tr>
<tr>
<td>Management team are well equipped with management skills</td>
<td>17.7</td>
<td>41.1</td>
<td>19.4</td>
<td>13.7</td>
<td>7.3</td>
<td>.8</td>
</tr>
</tbody>
</table>

(Source: Researcher 2015)

Respondents were requested to assess the management styles and practices at Unaitas Sacco and table 4.5 above summarized their views. 38.7% of the respondents agreed that management is flexible and always open to new ideas and change. This was supported by 14.5% of the respondents who strongly agreed with that statement. However, 14.5% disagreed with the flexibility of their management with 22.6% been not sure at all. Planning forms an integral part of company’s objectives in achieving its vision, 33.9% of the respondents agrees that management of the organization consults from time to time with the
employees and stakeholders in making major decisions either directly or indirectly. Management of any organization sets out targets and objectives to be achieved within a given period of time. However, in addition to that, 42.7% of the respondents agreed that management allows employees to set targets and objectives to be achieved within a stipulated duration of time.

The success of any management of a company is its ability to nature and grows talents of junior employees. In this regard, Unaitas Sacco was not at good rates in nurturing the talents of its staff. Only 6.5% strongly agreed there is usually a clear succession plan in place hence lack of capacity development is widely at the company. Only 25.5% of the respondents agreed there is such a mentorship program as well as succession plan in place hence junior employees may not be hands on skills to run the company when such an opportunity presents itself. Time is of essence in ensuring goals and objectives are achieved as stipulated. Time and the skills employed in a company will determine the direction a company takes in achieving the strategic objectives. As demonstrated in table 4.5 above, 41.1% of the respondents believed that the management of Unaitas Sacco has all the management skills required to spearhead the rebranding process in the company. These points to a positive direction when management is equipped to handle the task at hand. Only 13.7% disagreed the capability of management team to handle the technical aspects of rebranding Unaitas Sacco.

4.8 Chapter Summary

The chapter has considered the whole concept of organizational culture and its effects on rebranding. The variables included internal communication, business environment, leadership styles and management practices. The effects of organizational culture using the variables on rebranding were thoroughly scrutinized. In this line, general organizational behavior represented by good and proper internal communication, conducive business environment, and inclusive leadership styles and better management practices are key prerequisites for a successful rebranding. Finally, the chapter considered the strong relationship in existence between rebranding as a dependent variable with organizational culture (internal communication, business environment, leadership styles and management practices) as independent variable.
CHAPTER FIVE

5.0 SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter provides the summary of the findings from chapter four and gives conclusions and recommendations based on the objectives of the study. In addition, areas of further research are highlighted at the end of this chapter. The objective of this study was to determine the extent to which organizational culture can influence the rebranding process of a company in all its aspects. The chapter further discusses the limitations of the study and makes recommendations for further research.

5.2 Summary of the Findings
The study population comprised of employees all working at Unaitas Sacco in all its 19 branches and more importantly senior managers were targeted. Questionnaires were used to collect primary data and were sent to all the sample population which was selected for the purposes of this study. The study found that a good organizational culture in a company contribute greatly to the branding process of the company in question. The study further found that when organizational culture is adhered to in a company, the activities in such an organization are achieved at ease while improving their performance.

The result of this study further suggested that a significant accomplishment can only be achieved by a collaborative effort of core objects of determinant which include internal communication, business environment, leadership style and Management practices. The organization’s resources, shared vision, mission and objectives cycling around its corporate image coupled with a strong organizational culture which stands as the support system. Knowledge and skills, performance capacity, motivation and self-concept, tools, environment and processes, expectation and feedback, rewards, recognition and incentives are basic ingredients of a good organizational culture.

In regards to Internal communication the study shows adequate written communication within the organisation is very important, training of staffs to ensure know how to deliver the brand promise. Policies and goals of the organisation must be very clear for the realisation of the set goals by staffs notifications of important changes occurred in the organisation is to ensure staff awareness on the direction the institution has taken. The staffs should be served
with relevant information during the rebranding process to ensure right organisation culture is adhered to. Staffs engagements in innovation of new ideas are important for the improvement of ideas within the institution. Employees own up the ideas they feels they are part and parcel of the institution and hence fasten the realisation of the branding process and instil the right organisation culture.

The business environment an institution is operating in affects the rebranding process and culture, the study shows an institution being customer focused, embracing technology to improve operations, having strong performance culture, venturing in new markets, providing conducive environment and having genuine interest of employees is essential during the rebranding process.

Proper leadership in an organisation support staff development since it ensure development of individual talents. Leader embracing teamwork boosts staff judgement and empowers employees in making decision since they feel recognised for their value contribution. Organisation culture is adhered to when proper interaction within all staffs of different levels is in place and clear communication of vision, strategy and objectives is clearly articulated.

Management practices defines the success of the corporate rebranding process, embracement of good management practices such as management being flexible and open to change, clear growth path and succession plan ensure the continuity of the right culture in the organisation. Delegation of responsibilities to juniors is very key for culture change, effective time management, well organised meeting and embracing opinions from different staff ensures the branding process is realised without hindrances.

5.3 Discussion of the Findings

5.3.1 Internal Communication and Corporate Rebranding

The study showed that the employees faces various challenges as far as internal communication is concerned, they feel written communication is not adequate within the organisation. This further complicates the situation whereby employees are not fully informed of all the happenings within the organization. This poses a major challenge especially when the organization is rebranding due to lack of proper awareness of its employees on whatsoever is going on. Hence the image of the company may not be distributed to its clients as may be the objective. The previous literature shows there is need to incorporate other communication channel, networks and systems also different types of communication must also be embraced to ensure effective communication. (Kolawole &
Akinyele, 2002). In addition, the organisation does not inform employee the things that are relevant to them. This assumption by extent may demoralize the employees who are the pillar to the success of the rebranding process undertaken by Unaitas Sacco.

The study further identified that Unaitas fraternity feels there is no regular notification of importance changes happening in the organisation. In such a case, employees and other stakeholders may stick and follow the status quo while as the company is charting a new way and direction which may not be familiar with the employees and other stakeholders who matters most in the rebranding process at Unaitas Sacco. There is need to improve communication channel and how information is disseminated to all staffs to ensure whatever is issued to the public is whatever the company is doing and represents the objectives of the company. In addition, previous researcher shows that dialogue between the employees and the management to ensure every party understand the objectives of the institution. It was further observed that, when employees are informed with regard to branding, this information becomes vital while performing their duties since they are aligned to company and organizational culture.

With regard to communication and innovation of ideas, there was a general feeling of employees’ freedom and innovativeness in order to enhance performance. Employees were allowed to come up with ideas and better working methods which demonstrated the cultural values shared at Unaitas Sacco. The researchers also emphasises on innovativeness to improve the organisation culture but also indicate that new ideas need to be established to prune the existing bad culture within the organisation to improve values and beliefs. It guarantees the employees own their ideas and urge different workers to innovate products that are advantageous to the institution additionally learn they are part of the institution with regards to objective setting and delivery. The literature clearly indicate that not every employee can bring change so the organisation should go an extra mile to identify specific people who can assist the organisation change values and culture within the organisation. (Conger, 2000).

It was additionally observed that, when employees are knowledgeable about the organization brand they play out they perform their job in a well manner since they are as of now aligned to the culture of the organisation. Competency ensures the employees are well informed and they know vital information regarding the institution and they can solve different issues amicably without experiencing difficulties. Clear communication of the overall organisation strategies and objectives is vital and it ought not be expected, it guarantee the whole fraternity already know where they are coming from and where they are heading as an organisation. In
the event that it's expected the present state of affairs will remain and the organization won't advance or roll out the required institutional improvements. The researchers highlights even if there is clear communication on the company objectives its noted that it is difficult for employees to enact company core values if there is misalignment between the institution and the employees values.

The study further identified, there is need to encourage employees to suggest ways to improve the organisation, it ensures they possess and they shape some portion of the decision making. The previous literature explain that employees need to be considered as the most trusted information sources regarding the organisation because they embody the corporate brand but the research shows the reliance of the employees information. It encourages Unaitas fraternity to come up with different ways and help the organisation to improve and become a better organisation. When employees are trained with regards to corporate branding they are able to deliver on the brand promise. It ensures the employees are well trained to and are able to deliver on a number of deliverables assigned.

5.3.2 Business Environment and Corporate Rebranding

With regard business environment and its influencing factors, the study found some areas that affect the organisation culture and consequently influences the performance of a company. The issue of strong working as a performance culture was distributed over the respondents and the general feeling was to the positive. The study also reveals that individual staff performance recognition is not well done as consummate with their efforts and workings. The previous research work indicates that staff recognition is important since it boosts the confidence of the staffs and hence improved performance. It was also noted that climate in an organisation is defined by the leaders. Schein,(1999). The management does not trust staff judgement and doesn’t empower staff to make decisions which further complicates the efforts of the company especially at the time rebranding is at peak. However, the issue of external relationship with stakeholders was observed to be regarded highly.

The previous study further shows that should be accountable to their stakeholders and not just their shareholder to ensure the business environment is conducive. Those who believed the external stakeholders regard the company with high dignity formed a large proportionate of the respondents partly because they interact with them on daily basis. Although rebranding process is at advanced stages, stakeholders who started with the company when it was a Sacco do retain their identity hence the high ranking in relation to external stakeholders’ view as well as perception. Rebranding may be necessitated by the growth an organization has
ventured in to. It is also advisable the institution to interact and transact with its environment since business environment has direct relationship with the environment. In this regard, Unaitas Sacco scored highly in diversification strategy especially in areas they consider their services important. Their growth strategy was observed to be robust and achieving the needs in the market while adhering to the cultural practices of the company. With regard to customer focused, the company scored highly especially while dealing with new as well as existing customers.

There is need to improve working condition even if a bigger percentage agree the environment they are working in is safe, this ensure the staffs feels the working environment is conducive for them and the public at large and the realisation of the objectives is achievable. It was additionally observed utilization of innovation should be grasped more to enhance the inside operations of the organization, a greater rate feel the technology is in use and it boosts rebranding process. Internal procedures are vital while performing duties since they are aligned to organization culture and thus realisation of the set objectives. The previous study highlights that in many countries business environment is dominated by the government regulations with a view to ensure a certain level of economic life to the people. The study additionally recognizes that employee’s feels solid work performance culture is wanting since there is percentage that raises concern regarding the same. In such a case, employees may follow a weak performance culture this influences the rebranding procedure in the institution.

Shareholders exceptionally respect Unaitas which strengthen the branding process and furthermore benefits offered in the institution affect its image positively. It additionally demonstrates the Sacco concentrate on the clients through offering proper services and the correct innovation when serving their customers and this promotes the flow of good organisation culture. The previous study shows that culture has an addictive quality since culture component cannot be altered without affecting others, cherished values and the institution hence it affects the rebranding process (Kapferer, 1998). It was additionally observed unaitas has possessed the capacity to venture in new markets, this illuminates the institution collaborate and embrace various association culture henceforth support the ownership of the rebranding process in ensuring good organisation culture. It empowers the establishment enhance inventiveness keeping in mind the end goal to improve performance. Business environment in which the foundation operates influences culture either positively or negatively.
5.3.3 Leadership Style and Corporate Rebranding

Leadership styles affect the organisation culture as a whole while influencing decisions an organisation set to achieve according to their strategic plans. It defines the success of the organisation goals and its objectives they are undertaking as a company. When leadership style is not geared towards achieving organisational objectives there are a number of challenges which arises hindering the success of the rebranding process. The previous study also shows that when culture is established and accepted, it becomes a strong leadership tool to communicate the leader’s beliefs and values to organizational members and assist the institution to have a competitive edge against their rivals (Schein, 2004). When such happens the employees feel that there is no clear sense of direction and this cause the company not to achieve their vision, strategy and the objectives of the institution. These are such certain markers of how such an organisation culture is not any more the directing guideline in the mission to accomplish the targets and objectives of any institution.

The examination likewise demonstrated the organisation is resolute and not prepared to change which extraordinarily hampers the organisation change. This inflexibility and unwillingness to adjust on staff judgement and empowerment of decision making by employees when doing things constitutes to the general poor execution culture of the organisation. It demotivates the employees and they feel they are not part of the institution. The previous highlights that leaders must operate from a foundation of high morality and ethical discipline and must personally act in accordance with productive values and beliefs, and they must teach others to do the same. It is evident that strong relationship exists between organizational culture and employee performance, suggesting organization material such as equipment handling; social behaviour and symbolic elements have positive and large influences the performance of employees.

It was discovered that the leaders of the institution communicate the organisation vision and strategies gives room for employees to self-develop and improve in their performance, it also ensures stability and solidarity in realisation of the set objectives. Similarly, the results of analysed data shows there is teamwork and interaction at all levels of staff this improves the relationship among the Unaitas fraternity and promote harmony. The previous study further shows leader can use both positive and negative signals to draw the attention of employees to what is important to the leader and the organization must establish trust to obtain the accurate knowledge required to make ethical decisions. This ensures challenges facing the institution and discussed openly for the lasting solution to be identified and hence strong organisation culture. It shows that there is a relationship between employees’ attitudinal behaviours and
management style; while small relationship exists between learning new culture and cooperation among employees. It is evident that employees that they are not well recognised and the leaders support to development is wanting, this lead to conflict amongst the leaders and other employees. It hinders the participation of employees in decision making since they feel themselves as outsider. In view of the discoveries, incompatibility exists between employee’s esteems and convictions with that of the organisation. Previous study shows employees telling the truth at all times become a leader’s powerful tool on what employees pay attention to hence leaders need to pay attention to moral and ethical behaviour since it empowers and motivate subordinate to also pay attention in that direction. In any case, it is vital noticing that organisation culture fills in as a check to every one of these differences. Further, it is seen from the study respondents that employee have a tendency to accept and adapt to organizational culture, if they participate in developing such culture.

5.3.4 Management Practices and Corporate Rebranding
Management practices affect the organisation culture to its entirety while influencing all major decisions an organization strives to undertake. It is this component that informs the directional trajectory of the organizational goals and objectives while uniting all participants in any project initiated in the company. In this regard, when management practices are not geared towards achieving organizational objectives, there are numerous challenges which may arise hindering the achievement of the intended target. Meanwhile, from the previous study, shows that culture of every organization is exceptionally resistant to change and even when a culture need to be changed, the administration has no influence because the employee must have been committed to them.

When such a scenario is the case in any company, employees feel that there is no clear growth path and succession plan, time management and planning meetings is an issue. These are such clear indicators of how such an organizational culture is no longer the guiding principle in the quest to achieve the objectives and goals of any organization. The analysis also showed the management is inflexible and not ready to change which greatly hampers the organizational transformation. This inflexibility and unwillingness to adapt to new ways of doing things constitutes to the overall poor performance culture of the organisation.

The study further identified that that Unaitas fraternity feels there is no clear succession plan in the organisation; it appears in the event that a key staffs leave the association a major hole will be left in the association. Absence of profession development path influences the
rebranding procedure since there is no continuity consequently influencing the organisation culture. Previous research shows that the organization guarantees the staffs own up changes proposed in the institution due to dialogue and brings more thought for the achievement of the institution and enhances of the set objectives (Ogbonna & Harris, 2000). This represents a noteworthy test particularly when the institution is transforming because of absence of legitimate awareness of the new entrants. If there should be an occurrence of another entrant a different culture may be introduced all together henceforth the image of the institution may not be realised.

It was additionally observed that, when management team are very well equiped with management skills and abilities in performing their duties they realign themselves with the organisation culture amid the rebranding procedure. Seeking opinion in decision making process is very key for the organisation to realise its objective, it ensure the staffs own up the decision made by the organisation and they feel they form part of the institution. The previous research shows that culture is endowed with the organization’s shared values which are more directly related to reduce turnover and promote job satisfaction. Employees are permitted to participate in setting their own objective and targets at work which enhance execution and subsequently realisation of the set goals (Kandula (2006).

The study further shows the managers delegates obligations to their youngsters to learn, it guarantees the continuity of the organisation and its way of life. Congruity of the rebranding process is realised due to the passage of knowledge to the youngsters since good organisation culture is already instilled. The management is adaptable and open for change which contribute positively towards the rebranding procedure, it guarantee the best administration and different levels of staff can impart adequately without obstacles. These guarantees the staffs own up changes proposed in the institution due to dialogue and bring more thoughts for the achievement of the institution and enhance the execution of the set objectives.

All these factors that are internal communication, business environment, leadership style and management practices influence organizational culture and corporate image on performance. The principles that govern these core objects and the basic constituents of a good organizational culture have been explicitly examined in the course of this study.
5.4 Conclusion

5.4.1 Internal communication

With regard to improvement of internal communication, good organizational culture was the efficient way in their creation and maintenance of company’s profitability in a competitive environment like the financial sector where Unaitas Sacco is venturing. Organizational culture was positively correlated with strengthening ties with regard to laid down strategy and operational performance of the company. It helps in strengthening ties among workers, management and shareholders reducing boardroom wrangles increasing performance and subsequently increasing profitability.

5.4.2 Business operating environment

The above-mentioned relevance of organizational culture supports the proposition that, in this competitive and globalized corporate scenario, there is huge need for organizational development strategy at various workforce departments, as this can improve the company's culture. Thus, to fulfil organizations development needs, a framework presented in this study can be adopted for a more significant output. A strong organizational culture creates a feeling of belonging and increases job satisfaction and commitment. One of the most effective ways for companies to accomplish this is through their employee training. Training is obviously used to impart the knowledge, skills, and abilities needed to successfully meet the company's objectives.

5.4.3 Leadership style

The study also reveals that organizational culture does have a positive effect on employee attitudes, organization's capacity, effectiveness, productivity and longevity. It clarifies the importance of creating appropriate systems of shared meaning to help people work together toward desired outcomes. It requires members especially leaders, to acknowledge the impact of their behaviour and attitude on the organization's culture. It encourages the view that the perceived relationship between an organization and its environment is also affected by the organization's basic assumptions.

5.4.4 Management practices

Organizational culture is a concept that many companies have not fully embraced in totality in addition to its enormous benefits as indicated in the discussion above. Efficiency was witnessed to respond positively with advent of good and well organized culture especially in executing technical strategies externally and internally. Whenever a company incorporates proper strategies in its organizational culture issues, there is reduced cost of operations which reduces cost increasing profitability.
5.5 Recommendation

5.5.1 Recommendations for Improvement

5.5.1.1 Internal Communication

As evident from this study, it is recommended that a coherent corporate image needs to be integrated into the organization at all levels and also, a basic understanding of the kinds of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behaviour organizational members should use to achieve these goals is required and must be place on a top-priority list. This can only be achieved when the organization integrates official communication within the organization, the goals and objectives to be achieved ought to be communicated coherently through proper channels for them to be implemented accordingly.

5.5.1.2 Business Environment

The operating environment which business operates as observed in the discussion of the study has been identified to influence how organizations respond to various market regulations. In this regard, it was recommended that the management of Unaitas Sacco ought to be vigilant and devise policies which would adapt the Sacco to the ever dynamic operating environment of Sacco’s in Kenya. This is paramount to assist the company in its rebranding process.

5.5.1.3 Leadership Style

As evident from this study, it is recommended that vision, strategy and objectives need to be clearly communicated to all level of staffs for the organisation to achieve its goals. This can only be achieved when the organisation embraces teamwork and interaction with all levels of staffs. In this regards staffs need to be encouraged and offered proper support to realise their full potentials. Leaders must also learn to recognize value contribution by staffs by recognising individual staff performance since it improves the culture of the organisation and improves the rebranding process. The leaders need to give clear sense of direction to all employees to ensure the performance of the organisation is improved and the realisation of the set goals is achieved.

5.5.1.4 Management Practices

Management must also accept the responsibility of not only sharing the values and behaviours suggested by the organizational culture but also embodying these same values and behaviours since it is folly to expect employees' adherence to values and behaviours that are
ignored by management. Management should also understand that it possesses the opportunity to create, influence, and utilize these positive effects that can result from a strong organizational culture. The management further needs to encourage innovations and new ideas from the employees to ensure profitability is achieved as well as the objectives set out within a defined timelines. Apart from newsletters and memos, other communication means ought to be development to ensure smooth running of any organization.

5.5.2 Recommendations for Further Research
This study was evaluating on the effectiveness of organizational culture as a strategic tool to improve performance of rebranding Unaitas Sacco in Kenya. However, a significant number of companies in the rebranding process attracts new investors and would be willing to embrace any organizational culture that would attract the targeted investors. Secondly, most of the financial companies in the banking sector are well established and have significant resources. They are therefore able to comply with the many laws, regulations and corporate governance guidelines that govern them both internally and externally. These may not be the case for most start-up companies and those in transition process of rebranding to a new outfit. In some of such companies, the owner as well as shareholders may not wish to loose of control other investors and external managers. In addition, such companies may not have significant resources to set their structures, processes and policies in accordance with all the principles of corporate governance and organizational culture which governs them. This study therefore recommends that another study be done to determine the effectiveness of organizational culture as a strategic tool to improve performance of small owner-managed companies as well as established ones in Kenya.
References


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION
United States International University
P.O. Box
Nairobi.
October, 2015.
Dear Sir/Madam,

REF: REQUEST TO PARTICIPATE IN RESEARCH

I am a post graduate student undertaking Executive Master of Science in organizational development degree, at the School of Business, United States International University. In partial fulfillment of the requirements for award of the degree, I am collecting data to write a project on “Effects of Organizational Culture on Corporate Rebranding, a Case Study of Unaitas Sacco”.

Given your invaluable contribution to the practice of governance in your organization, you have been selected to form part of this study. In this regard, I am kindly requesting your assistance in completing the attached questionnaire. You are also welcome to give any additional suggestions that may add value to the research findings in this area of study.

The information obtained in this exercise will be used solely for academic purposes and a copy of the report on the results of the study will be availed on request.

Yours sincerely,

NYAGA THAGICHU
QUESTIONNAIRE

This questionnaire and the information derived is required wholly for furtherance of a research for pure academic purposes. The information given will be treated with utmost confidence. You are assured of total confidentiality and your free will in filling this questionnaire in reinforced

Kindly fill this questionnaire by ticking (√) the appropriate response to you. This will be of great help in my academic research. The information provided will be treated with confidence.

SECTION A: PERSONAL INFORMATION

1. Gender
   Female  Male

2. Age
   18-30 years  31-40 years  41-50 years  51 years above

3. Working Experience
   Less than 5 years  6-10 years  11-15 yrs  over 15 yrs

SECTION B: REBRANDING PROCESS

Please give opinion on the rebranding process carried out in the organization based on the statements below. Use a scale of 1-5 where 1= strongly agree and 5= strongly disagree.

Please tick (√) the appropriate response to you.

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<td>Rebranding was necessary?</td>
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<td>Rebranding was done by competent team?</td>
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<td>There was staff involvement during rebranding process?</td>
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<td>Rebranding had an effect in the organization?</td>
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SECTION C: SPECIFIC INDICATORS OF CULTURE EFFECTS IN AN ORGANISATION

Indicate your level of agreement with the following statements by ticking (√) the appropriate response that relate to the effect rebranding process to status of a company.

Use a scale of 1-5 where 1= strongly agree and 5= strongly disagree.

Please tick (√) the appropriate response to you.
### I) INTERNAL COMMUNICATION

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<td>1 I am made aware of the overall policies and goals of my organization</td>
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<td>2 Written communication (newsletters, memos) are adequate within this organization</td>
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<td>3 I am regularly notified of important changes that occur in my organization</td>
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<td>4 The training provided by my organization enables me to deliver the brand promise</td>
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<td>5 My organization informs employees in a good way the things that are relevant to them</td>
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<td>6 We are encouraged to suggest ways to improve our organization</td>
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<td>7 People who work here are encouraged to come up with new ideas to improve our organization.</td>
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<td>8 I use knowledge about the company brand to perform my job.</td>
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### II) Business operating environment

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<tbody>
<tr>
<td>1 Unaitas embraces use of technology to improve internal operations</td>
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<td>2 Unaitas is a customer focused organization</td>
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<td>3 Unaitas has been able to venture in new markets</td>
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<td>4 Services impact positively on the Unaitas image</td>
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<td>5 Unaitas is highly regarded by its stakeholders</td>
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<td>6 Unaitas working area is safe place to work</td>
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<td>7 Unaitas has genuine interest of employees well being</td>
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<td>8 Unaitas has strong work performance culture</td>
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III) **Leadership style**

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<td>1 Leaders encourage and support staff in development</td>
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<td>2 Leaders are accessible to staff</td>
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<td>3 Leaders recognize value contribution by staff</td>
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<td>4 Leaders encourage team work and interaction of all levels of staff</td>
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<td>5 Leaders recognize individual staff performance</td>
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<td>6 Leader trust staff judgments and empower staff to make</td>
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<td>7 Leaders give clear a sense of direction</td>
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<td>8 Leaders communicate the organization vision, strategy and objectives</td>
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IV) **Management Practices**

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<td>1 Management is flexible and open to change</td>
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<td>2 Planning meetings are well organized and held regularly</td>
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<td>3 Seeks opinions in decision making process directly or indirectly</td>
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<td>4 Takes part in setting own targets at work</td>
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<td>5 Willing to delegate responsibilities for junior staffs to learn</td>
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<td>6 Clear growth path and succession plan is in place</td>
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<td>7 Time management taken serious aspect of Organization management</td>
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<td>8 Management team are well equipped with management skills</td>
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