Rebranding Strategies and Performance of Savings and Credit Cooperative Organization in Kirinyaga County, Kenya

Jackline Wairimu Kabui¹, Samuel Maina²

¹School of Business, Kenyatta University, Kenya
²Department of Business Administration, School of Business, Kenyatta University, Kenya

ABSTRACT

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

Key Words: Rebranding Strategies, SACCOs, Organization Performance

DOI 10.35942/ jbmed.v3i1.184

Cite this Article:

1.0 Introduction

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

De-Chernatony (2014) observes that high quality services are increasingly being demanded by clients from financial institutions. Similarly, in recent years development of new technologies is modified to how customers access financial services. According to Hatch and Schultz (2016), with the increment of non-financial and financial institutions that are now offering competing financial services, competition is high. Hatch and Schultz (2016) further argue that more growth is being seen and financial institutions are continuously reinventing and bettering with the aim of gaining an upper hand over the competitors. Therefore, there is need for organizations to rebrand especially in markets that are saturated like financial service industry. Brand equity is enhanced and organizational operational efficiency improved by rebranding. Rebranding a company can be a minor change or extensively involving a radical change (Shetty, 2015). According to Moisescu and Vu (2018) for corporations that want to be successful in the ever-competitive business world, rebranding is becoming a crucial strategic and marketing tool. Product quality positive evaluation, product high level awareness maintenance and provision of brand personality and consistent image are enhanced by having a strong brand. Therefore, in determining the rebranding extent, a company should make a decision on what to change and change extent needed.

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

The government restated its pledge of improving Kenyans’ involvement through Co-operatives in the economy through 1987’s Sessional Paper No. 4. The government was performing an advisory
role while the management committees and members were left to manage and organize the co-operatives (GOK, 2012). The need for a private led economy for continued development and enhancement was restated in Sessional Paper No. 1 of 1994. Participation in co-operative management was reviewed by the government to offer legislative framework in Sessional Paper No. 6 of 1997. The role of government on the cooperative societies affairs was eliminated fully by 1997 Co-operative Societies Act No. 12 enactment nearly collapsing of the country’s movement. In acknowledgement of the increasing significance and complexity of SACCOs, in 2008 enactment of SACCO Societies Act took place paving way for strong prudential standards enforcement for SACCOs with FOSAs leading to the creation of SACCO Regulatory Authority (SASRA). Prudential Standards on inspection and co-operatives’ management guidelines were similarly prepared and inquiries leading to best business management practices and good corporate governance entrenchment. Strengthening of the Audit Department and ECCOs creation enabled the achievement

On the May 1st, 1998 Kirinyaga District Farmers Sacco Society now Fortune Sacco was registered after the co-operative union banking section was transformed to be autonomous. Since its inception in 1998; Fortune Sacco has consistently provided financial intermediation services. This enables its members to access attractive returns on their savings as well as affordable credit facilities to improve their businesses and agricultural output. In 2011, the Sacco rebranded to Fortune Sacco to position itself as a community Sacco meeting all the financial needs of the community as opposed to only financing farming activities. The rebranding was the culmination of the Sacco’s internal change process which involved changing of the governance structures to improve on governance, improvement of operating processes and procedures, repackaging and expanding its product range as well as adopting a modern banking IG platform. The Sacco also opened its common bond to all members of the community irrespective of the economic activities they carry out. On July 1984, Kirinyaga tea Growers Sacco now Bingwa Sacco Ltd was registered and its FOSA section opened to the people in 1993. The need to diversify to other sectors, in 2009, rebranding to Bingwa Sacco Society Limited was done. Muhigia Sacco Society Ltd was registered on June 14, 1976 and the intention to better serve its customers led to its rebranding to Ollin Sacco done in 2014

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

1.1 Problem Statement

Sacco industry has significantly grown in terms of membership, products and assets, compared to 2017 (12.40%), 12.44% growth in assets was registered by the industry in 2018 (CBK, 2018). However, in 2018, a number of risks were faced by Saccos, majorly operational risk associated with rapid technology adoption in service delivery, credit risks associated with new
financing areas like trade, manufacturing and housing and the lack of the framework for effectively dealing with third party service providers collaborating with DT-Saccos in provision of agency and mobile banking platforms, management information system and many more. Moreover, according to the Central Bank of Kenya report of 2019, the growth of deposit savings reduced because of the high living cost which affects the members hence resulting to reduction in the ability to save.

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

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

However, the study adopted a cross-sectional research designs. Saleh (2016) did a study about how higher learning institutions’ performance was affected by corporate rebranding focusing on USIU-Africa. He established that education programs quality of the institution was positively impacted by corporate rebranding in high learning institutions. Nana, Tobias and Chiliya (2019) study examined how corporate rebranding impacts on firm performance and brand equity and established that without the influence of rebranding, brand equity can have a strong influence. The study, however, will use a convenience-sampling approach that is subject to sample bias. Hence this research investigated how Kirinyaga County Savings and Credit Cooperative Organization’s performance is influenced by rebranding strategies.

1.2 Study Objectives

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

The specific objectives were:

i. To determine how performance of Kirinyaga County SACCOS is influenced by corporate culture revision.

ii. To establish how performance of Kirinyaga County SACCOS is influenced product differentiation.

iii. To find out how performance of Kirinyaga County SACCOS is influenced by business process reengineering.

2.2 Theoretical Review

2.2.1 Resource Based View Theory (RBV)

As pioneered by Wernerfelt in 1984, this analysis employed the RBV theory. The theory argues that if an organization has resources that are valuable, uncommon, and imperfectly imitable and what cannot be substituted, it is potentially capable for attaining and maintaining competitive
advantage. However, not every asset owned by the organization is crucial for strategic role. The goal of an organization is ensuring that important resources are accessed and managed by creating and acquiring resources available whether from the internal or external sources. Firms are entitled to depend on a large number of suppliers to supply them with the necessary resources that the firm requires so as to gain way in accessing resources that are valuable to enhance the capability (Langlois, 2010). The basis for this is that it should be in line with aspects that guide the organization in making decisions on adopting response strategy, be it minimizing expenses or introduction of products and services that are new to the market the firm serves for better performance. Barney (1991) indicates that sustaining competitive advantage is brought from not substitutable, imperfectly imitable, rare and valuable resources. Therefore, the company's resource-based view recognizes that characteristics based on earlier experiences, culture of the organizational and skills are paramount to the firm’s success. This theory’s benefit is that it demonstrates that, response strategies are implemented by SACCOS depending on the capacity of their resources. The RBV is a management paradigm which SACCOS can use in assessing the strategic tools they can utilize in boosting their performance. In trying to recognize the competencies. Skills and assets with the capability of producing superior, managerial attention on the internal capital of the SACCOS is also focused by RBV.

2.2.2 Dynamic Capability Theory

The theory was propounded in 1997 by Teece, Pisano and Shuen. They view dynamic capability as the capability of the firm in reconfiguring, building and integrating external and internal competences so as to address ever changing environments. According to Zollo &Winter (2002), the proponents of dynamic capability theory is of the opinion that competitive advantage of firm is dependent of the firm’s ability in performing five basic functions: Integration and coordination of resources and assets emerging out of new resource base; embracing learning strategies ensuring employees continuous skill development with new skills for efficient and effective task performance facilitation; resources deployment into new domains; mechanism development making the competitors not able to replicate the systems and processes of the firm; and reconfiguration, transformation and recombination of resources and assets forming a new resource base. Dynamic capability theory viewed the firm’s ability in reconfiguring, building and integrating external and internal competences so as to address ever changing environments as the sources of firms’ competitive advantage (Teece, Pisano & Shuen, 1997). Dynamic capability is an organization’s potential to purposefully modify, extend and create its resources base and that it should be built in the organization in a way that it becomes a routine embedded in an organization over time (Helfat et al., 2007). Its assumption is that it sheds light on competitive positions that are short term that can be utilized in building competitive advantage that are longer eventually leading to long-run organizational survival. The theory is relevant to this study considering the association of competitive advantage to the resource stock of the firm’s responsiveness to increasingly turbulent environment, to an organization, dynamic capabilities are of inherent strategic relevance. In market characterization by lower change rates, organization requires dynamic capabilities for keeping pace with competitive dynamics.

2.2.3 Goal Setting Theory

This theory as proposed by Locke and Latham (1990), assumes that organizational performance is affected by goals through four mediating mechanisms: task strategies, direction, persistence and effort. Hence the theory makes an assumption that definition of measurable and specific goals and performance have a direct relationship. Items include: the organization’s goals have been
documented very specifically detailed; the organization’s mission is unambiguously formulated. The goal setting’s idea as an intervention for improving performance is that improved performance is as a result of setting difficult and specific goals. Performance is improved through the action process improvement. For instance, one should be encouraged to engage in appropriate planning, set long-range goals, feedback processing and feedback seeking (Latham, Locke, & Fassina, 2013). Locke and Latham (2016) observe that the primary premise of Goal setting theory is that rather than encouraging individuals to simply do their best or pursue a goal that is specific but easy, encouraging them in pursuing a difficult and specific goal yields better performance. Goal setting theory in this study demonstrates that by setting high goals in the corporate rebranding process in Kirinyaga County SACCOs will yield better performance. Those individuals tasked with the rebranding process strategy have a high goal to commit to and fulfill thereby enhancing competitive advantage and consequently improving performance.

2.3 Empirical Review

Kamau and Wanyoike (2019) examined corporate culture’s influence on organizational performance: A case of Mayfair Casino, Nairobi city County, Kenya. Data was analyzed using descriptive statistics and conclusions drawn. 360 workers from Mayfair Casino formed the study population. To arrive at a sample of 108 employees representing 30% of the target group, stratified random sampling was deployed. Interviews and a structured questionnaire were utilized in obtaining primary data. It was established that to Mayfair Casino’s organizational performance, effectiveness, productiveness and satisfaction are crucial. Shahzad, Luqman, Khan and Shabbir (2015) investigated how organizational performance is impacted by corporate culture by analyzing the existing empirical studies and models link with the organizational performance and culture. After a wide literature analysis, it was established that performance, employees and processes of an organizations are deeply impacted by organizational culture. This similarly describes the various culture dimensions. Studies indicate that performance towards achieving the organizations’ overall goals can be increased if there is employee commitment and with similar values and norms as per the organization.

Maina (2016) examined how performance of commercial banks in Kenya was influenced by organizational culture. A descriptive survey design was employed. 42 employees from commercial banks in Nairobi County constituted the target population. stratified random sampling techniques were deployed in selecting 120 participants as the study sample. Data was gathered using a questionnaire and evaluated using inferential as well as descriptive statistics then tables presented the results. A conclusion was drawn that how things were done was determined by commercial banks’ organization culture. Maina and Kagiri (2016) examined how organizational competitiveness was affected by product differentiation strategies, the study was based in EABL, Kenya. Fourteen (14) managers from various departments formed the target population. Data collection was by use of a semi-structured questionnaire and analysis by descriptive statistics. It was discovered that, in EABL, there has been a product process differentiation where observable product characteristics relevant to choice processes and clients’ preferences are meet.

Kireru, Ombui and Omwenga (2016) study investigated competitive advantage achievement in commercial banks was influenced by product differentiation, their research was based in Equity Bank Limited. The target population was 200 supervisor staff who work at Nairobi Equity Headquarter. A sample size of 100 participants were selected by stratified sampling and data obtained using a semi structured questionnaire. It was discovered that in the bank, there has been a product process differentiation where observable product characteristics relevant to choice
processes and clients’ preferences are met. Gorondutse and Abdullah (2017) studied how hotels’ performance is influenced by product differentiation strategy. 83 managers from Kano state’s hotels too part. Information was gathered using a questionnaire and the findings revealed that performance was associated positively with environmental munificence and differentiation strategy. Performance and differentiation strategy’s relationship is fully moderated by environmental munificence.

A study by Altinkemer, Chaturvedi and Kondareddy (2018) investigated how organizational performance and business process reengineering relate. The study provides some of the prescriptions and suggestions’ empirical validation in the BPR 'critical success factors/pitfall' literature, through many companies’ annual reports content analysis which have reported reengineering projects that have been successful. The findings suggested that most organizations not only implemented BPR but as among the set components of change approaches including less radical process improvement and strategic rethinking of business direction. Olajide, Lawal and Alaka (2019) study examined how performance of Lagos State’s selected hospitals was affected by business process re-engineering. A survey research design was employed. One public and one private hospital were selected as the target population (Badagry General Hospital and Subol Hospital Limited). The hospitals were selected purposively because of their span of service team, more staff members and obtaining sufficient data since they had served for long in health sector. Correlation analysis deployed in analysis and based on the results, operational effectiveness and business process renovation positively correlated.

2.4 Conceptual Framework

Independent Variables

<table>
<thead>
<tr>
<th>Corporate Culture Revision</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome Orientation</td>
<td>Organizational Performance</td>
</tr>
<tr>
<td>People Orientation</td>
<td>- Number of members/defaulters</td>
</tr>
<tr>
<td>Team Orientation</td>
<td>- Operational Efficiency</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Product Differentiation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Branding</td>
</tr>
<tr>
<td>Product Positioning</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Process Reengineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Process Automation</td>
</tr>
<tr>
<td>Staff Involvement</td>
</tr>
</tbody>
</table>
3.0 Research Methodology

A descriptive survey was utilized. The design was appropriate for a study seeking to describe certain group characteristics, make an estimation of the individuals proportion of certain features characteristics and predict (Churchill, 1991). Three SACCOs that had rebranded in Kirinyaga County were the population of interest. The target population was the 172,222 ordinary members and 33 managers. Nassiuma (2000) formula was used to calculate sample. A 20-30% variation coefficient and 2-5% margin error is recommended by Nassiuma (2000). By applying this, a sample of 33 manager respondents and 74 customer respondents was studied. A questionnaire was used for data collection. In analyzing data, descriptive as well as inferential statistics were used. For descriptive statistics, standard deviation, mean and distribution frequency were used. For inferential statistics and linear regression data analysis were conducted for testing the dependent and independent variables’ causality. Before analysis, coding of the collected data was carried out and entered into SPSS for dataset creation. Further, the study conducted inferential statistical involving correlation and regression analysis.

4.0 Data Analysis Results

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

4.1 Correlation Analysis

Table 1: Correlation Analysis

<table>
<thead>
<tr>
<th></th>
<th>Customer loyalty</th>
<th>Customer satisfaction</th>
<th>Corporate identity</th>
<th>Organizational performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer loyalty</td>
<td>Pearson Correlation</td>
<td>.307**</td>
<td>.392**</td>
<td>.212*</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.002</td>
<td>.000</td>
<td>.037</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>97</td>
<td>97</td>
<td>97</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>Pearson Correlation</td>
<td>.307**</td>
<td>1</td>
<td>.504**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.002</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>97</td>
<td>97</td>
<td>97</td>
</tr>
<tr>
<td>Corporate identity</td>
<td>Pearson Correlation</td>
<td>.392**</td>
<td>.452**</td>
<td>.597**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>97</td>
<td>97</td>
<td>97</td>
</tr>
<tr>
<td>Organizational</td>
<td>Pearson Correlation</td>
<td>.212*</td>
<td>.504**</td>
<td>.597**</td>
</tr>
<tr>
<td>performance</td>
<td>Sig. (2-tailed)</td>
<td>.037</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>


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

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

### 4.2 Regression Analysis

**Table 2: Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Estimate’s Std. Error</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.656&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.730</td>
<td>.712</td>
<td>.471</td>
<td>.430</td>
<td>23.392</td>
<td>3</td>
<td>93</td>
<td>.000</td>
</tr>
</tbody>
</table>

**Source: Research Data (2021)**

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

**Table 3: ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>15.589</td>
<td>3</td>
<td>5.196</td>
<td>23.392</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>20.659</td>
<td>93</td>
<td>.222</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>36.247</td>
<td>96</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source: Field Data (2021)**
The value 0.000 indicates a less than 0.05 significance level indicating the model’ statistical significance on the dependent variable were influenced by the studied independent variables. It further shows that the value of F tabulated is less than the calculated F value (5.196<23.392) at a significance level of 5% which confirms the model’s significance.

**Table 4: Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>0.858</td>
<td>.451</td>
<td>3.233</td>
<td>.002</td>
</tr>
<tr>
<td>Corporate culture revision</td>
<td>0.770</td>
<td>.090</td>
<td>1.073</td>
<td>1.850</td>
</tr>
<tr>
<td>Product differentiation</td>
<td>0.630</td>
<td>.067</td>
<td>5.307</td>
<td>3.449</td>
</tr>
<tr>
<td>Business process reengineering</td>
<td>0.734</td>
<td>.101</td>
<td>1.487</td>
<td>5.299</td>
</tr>
</tbody>
</table>

**Source: Research Data (2021)**

From the above regression model, holding corporate culture revision, product differentiation and business process reengineering to a constant, to Kirinyaga County’s savings and credit cooperative performance would be at a factor of 0.858. It was established that a 0.770 factor increment in to Kirinyaga County’s savings and credit cooperative performance results from a unit increment in corporate culture revision, a 0.630 factor increment in Kirinyaga County’s savings and credit cooperative performance results from unit increase in product differentiation and a 0.734 factor increment in Kirinyaga County’s savings and credit cooperative performance is due to a unit increase in business process reengineering. The study revealed that Kirinyaga County’s savings and credit cooperative performance and corporate culture revision related positively and significantly as illustrated by t values (t=1.850, <0.005). The finding agree with Kamau and Wanyoike (2019) study that investigated how organizational performance is influenced by corporate culture and concluded that organizational performance positively and strongly correlated with corporate culture.

It was established that that product differentiation positively and significantly related with Kirinyaga County’s savings and credit cooperative performanceas illustrated by t values (t=3.449, <0.005). This agrees with the findings of Adimo (2018) study in Sameer Africa Kenya limited to explore how organizational performance and product differentiation strategies related and established that organizational performance and product differentiation related positively. The study found that corporate identity positively and significantly related with Kirinyaga County’s savings and credit cooperative performance as illustrated by t values (t=5.299, <0.005). This is in agreement with Abubakar (2016) study that that explored how organizational performance is affected by business process reengineering and established that in tour and travel business, organizational performance and BPR relate positively.
5.0 Conclusions and Recommendations

5.1 Conclusions

The study concluded that in making sound decisions, employees’ ability is supported by well-defined corporate values, vision and mission. As they are moving through the process of decision making, it provides them answers to questions they may have and a framework for reference. Customer satisfaction is provided by a strong corporate culture. Similarly, revenue is also affected by corporate culture. When employees are happy with their work and organization is working in harmony, clients sense it. A strong culture and values that are well defined values are crucial in motivation creation among employees, minimize employee turnover and productivity. The study concluded that introducing distinctive, unique features or characteristics to a product with the aim of ensuring a unique product selling proposition is product differentiation. It helps a company in achieving a competitive advantage over other firms that offer substitutes of a similar product. In a client’s purchase decision-making process, product differentiation serves as a catalyst. It acts as the deciding factor in purchase decisions and sets one product apart from the rest. The study concluded that business process enable the organization to analyze its workflows to discover processes that are not efficient and then optimize those processes to eliminate tasks that do not offer any value. An organization can be transformed to a marketing organization structure focusing on the clients directly from a rule driven and job centred organization structure.

5.2 Recommendations

The study recommends that the organization should demonstrate to its staff that their involvement is very essential. Ensure actions of the management are not clashing with stated values. During the firm’s daily operations and culture discussions, staff to be welcomed to share their opinions. Align all its functional units in supporting company culture, remind workers that their contribution to that culture is welcome through innovation and collaboration and periodically do culture audits. The study recommended that the organization should understand the market type which it is competing with, give consideration to what their target clients want from their product which the competing products are not offering, differences in product attributes, and have direct online access of the product by customers. Create a brand image and implement its strategy by ensuring better quality. Have an idea of its expertise within the organization capable of providing a narrow differentiator to its clients. The study recommends that the organization should first define its requirements based on a benchmark, current state, and an ideal future state. Understand what the current performance level is based on the objective and key performance indicators or break the overall process into component parts and set up benchmarks within each one. Involve executive leadership and end users early as they offer invaluable insight into how the organization can improve the process from an on-the-ground perspective.

References


This is an open-access article published and distributed under the terms and conditions of the [Creative Commons Attribution 4.0 International License](http://creativecommons.org/licenses/by/4.0/) of United States unless otherwise stated. Access, citation and distribution of this article is allowed with full recognition of the authors and the source. Authors seeking to publish with an Internationally Peer Reviewed Journals should consider [https://www.ijcab.org/](https://www.ijcab.org/) by writing to the Editor at editor@ijcab.org or submitting online at [https://journals.ijcab.org/journals/index.php](https://journals.ijcab.org/journals/index.php). The articles must be quality and meet originality test.