

CORPORATE IDENTITY IN IMAGE BUILDING OF TELECOMMUNICATION ORGANIZATIONS IN KENYA

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ABSTRACT

Purpose of the Study: This study sought to establish the significance of corporate identity in corporate image building in the telecommunication service sector in Kenya.

Statement of the Problem: Despite the fact that the topic has been discussed for more than two decades, some researchers still consider organizational identity not a mature area. Audiences tend to tie corporate identity to image, yet less effort has been aimed at service sector to show the significance of corporate identity in corporate image. A strong, consistent corporate visual identity disseminated through the process of communication helps to effectively articulate the company's mission, vision and culture. This in turn will create image for the organization. Functionally, management of a corporation therefore plays a key role in the building as well as in the maintenance of corporate identity.

Research Methodology: A case study approach was preferred and purposive sampling and convenience sampling were used to sample employees and clients of the telecommunication service provider. Data were generated using interviews, observation and critical document analysis. The data were summarized and organized into relevant themes for analysis and requisite interpretation.

Result: The findings revealed that the quality and services offered by the organization have a direct impact on its image and identity.

Conclusion: Equally, the environment in which the company operates is vital as well as its corporate social responsibility, corporate citizenship, and ethical behavior and related community affairs.

Recommendation: The study recommended that every organization should pay attention to the language that the target audience speaks and that the symbols of identity need to be well thought out. Further, Corporate Social Responsibility should be seen as a smart way of doing business in addition to encouraging innovation and partnering with the indigenous organization in order for the clients to identify with the brand.

Keywords: *Dominant, Image, Corporate, Identity, Building, Telecommunications, Organization, Kenya*

1.1 BACKGROUND OF THE STUDY

Organizations, like human beings, have their unique persona that mirrors the true nature of each corporate entity. The human nature predetermines how it interacts with its publics, how it manages employees, and linkages within its space of operation. Corporate identity is developed as a result of communicating culture and strategy in a manner that is memorable to prospects and customers. Corporate identity is closely linked to organizations image which manifest itself through organizations mission, vision logos, and values, as well as corporate culture (Cha & Jo 2019). Agreeably, corporate identity is the method and strategy that an organization uses to differentiate itself from the rest (Gebhardt, 2020). Such strategy(s) are communicated through corporate colors and brand. It's proven that a corporate with a consistent corporate identity is trusted by its customers and investors than those that don't have a consistent corporate identity (Ditlevsen & Kastberg, 2020). As put forward by Rowden (2017) the pursuit for unique corporate identity is what makes organizations to pay attention to corporate branding. The world over, organizations are at present paying attention to advancing their standing in the global market. Many factors could be owed to these efforts, some of which include competition, globalization as well as hard economic times. By building strong and consistent images, organizations create hidden assets that give them a competitive advantage (Carlini, Grace, France & Lo Iacono, 2019). Corporate identity is the distinguishing character which makes customers to differentiate your business from the competitors in the marketplace. Gilani (2019) that a strong identity strengthens one's brand; this makes it outstanding in the eyes of the target audience and as a result a strong image is conceived by the customers.

Kaur and Kaur (2019) opine that an organization needs to begin with the creation of a logo or company brand since the development of a strong and consistent identity will depend on them. The logo in this case will include the corporate colors, which present the complete corporate design. Every corporate continuously communicates intended messages to its publics just to keep the brand visible even if they do not add a new element (Leiva Ferrero & Calderón, 2016). The most important objective is for the business to constantly be seen to be active in the eyes of the public. Corporates do so through paid up adverts in the media or participating in corporate social responsibility activities as well as internal mechanisms of communicating. A strong and impressive identity is built on pillars of consistency and commitment to those values upon which the company stands (Qadri, Ghani & Sheikh, 2020). Hinged on this, it is the more reason that corporations are expected to practice corporate social responsibility and give back to the community. These range from its vision, mission, inherent philosophy, core values and the visual effects of the name and logo of the company (Strandberg, 2017). The increasing importance of managing corporate identity is underscored in a survey conducted by Britain Market Opinion Research International in the year 1989.

De Leaniz and Del Rodríguez (2016) believe corporate image and corporate identity are two key important tools for any telecommunications company upon which many successes are built. As Hussain, Javed and Sarmad (2019) explains, the muscle and visual nature of logos, for instance,

communicate more about the company in the mind of the consumer than even the name. For instance, the American Express Company developed a Corporate Communication Strategy aimed at protecting its new identity after it developed a global credit card, banking and travel organization (Özkan, Süer, Keser & Kocakoç, 2019). This clearly depicts that the company understood that a strong and positive global image could enhance its business for potential global business reach. The research further identified IBM, McDonald's as well as Baskin-Robbins as few examples of companies internationally that could be said to have excelled in the global market due to their strong image and global prominence. From the above examples, it is clear that organizations in the world today such as Sonny cooperation and Ben and Jerry's have been forced to alter their strategies to better compete and survive in periods of immense environmental complexity and change. It thus follows that a strong and likeable corporate identity leverages a company in the field of trade (Hassan, Shamsudin & Mustapha, 2019).

A company's image and identity could therefore be the single most vital superhighway for position, there is an element of fear from organizations expanding globally as well as domestically that they may portray a contrary image that may result in losses through either merger or acquisition (Chou & Kohsuwan, 2019). In a highly competitive and multidimensional continent that Africa is continually becoming, companies constantly position themselves to gain local customer loyalty, regional credibility and potentially global success. For instance the British based Courtaulds through its identity review allowed its operating companies to use their traditional names (Al Mubarak, Hamed, & Al Mubarak, 2019). This can be seen in some Uniliver and British Tobacco products in the Kenyan market today. Further, interest in corporate identity today can also be attributed to the society's growing expectations that organizations should be socially responsive. On his part, Ibanga (2018) observes that social responsibility is a social contract between corporations and society, based on long term social demands and expectations.

According to Nikolova and Arsić (2017) these expectations are being manifested in the way consumers today consider environmental and social image of firms in making their purchasing decisions. They give examples of global companies which have built their strategies around social responsibility include Ben and Jerry's. In addition, managing identity has proved necessary due to the vigor being witnessed in the information technology world today. It has ensured that companies with strong corporate identity such as Sony Corporation and Casio have remained relevant despite the rapidly changing technology. This can be attributed to their strong identity which adds value to their products hence reducing uncertainty in the eyes of the consumer (Swanson & Niehoff, 2017). Kenya is currently positioning itself as an economic leader in the emerging East African Community. For this and other reasons, Kenyan companies are increasingly focusing on the East African market to grow their businesses across the border for regional reach and impact. In a report published in the Business Daily (2015) several Kenyan companies are quoted to be positioning themselves to capture the East African market. Corporate image on the other hand "is the global evaluation comprising of a set of beliefs and feelings that a person has about an organization. In Kenya today, the telecommunication sector has not been left behind in re-branding, eyeing mergers while others are exiting the market. To meet changes being witnessed in the telecommunication sector in Kenya, it will be necessary for firms to expand their network, enhance quality service and features as well as operational efficiency and productivity (Mohamad, Ismail & Bidin, 2017).

Telecommunications sector in Kenya seems to be keen to adapt to the changes in the global market. For instance, through the media messages it was observed that France Telecom which owns the majority of stake in Telecom Kenya launched a new image for Telecom Kenya while at the same time adding its Orange image into Telkom Kenya's green image Financial Times (2010). The changing of name(s) can be attributed to the desire to depart from the previously poor public image and identity of the then Telecom Kenya. The merger which saw France Telecom own 51 percent in the fixed line telecommunication player was seen as a way of meeting and ensuring it repositions itself in the market. Other players in the market such as Airtel have constantly been improving their image through re-branding and mergers. The current Airtel Kenya has evolved through so many stages since it entered the Kenyan market with the name Kencell. Due to the markets demands it re-branded to Celltel, Zain and currently Airtel Financial Times (2011). The organization did indicate that they plan to keep the cost of doing business low in Kenya by sharing infrastructure with existing players and through its partnerships with service providers such as Huawei technologies and IBM Corp. This clearly demonstrates the existing economic challenges organizations in Kenya are operating in.

Demonstrating an organization's competitive advantage through a well-managed corporate identity program has become crucial. Foroudi, Melewar and Gupta (2017) documented that the extent to which people identify with an organization is dependent on the attractiveness of the organizational identity. The heightened branding activities being witnessed in the telecommunications sector in Kenya today can be said to be a strategy to ensure that customers are able to identify with the positive attributes of the organization. This underscores the necessity of managing identity and image as a way of building a strong brand. However, despite the importance of identification in the market place, little is known on the role it plays in image building Lantos (2001). Alessandri (2001) observes that despite the subject having been discussed for more than two decades and passed its infancy stage, some researchers still consider organization identity as an immature area. Hence the need for further research on the role of identity in organizations' image building.

The heightened branding activities being witnessed in the telecommunications sector in Kenya today can be said to be a strategy to ensure that customers are able to identify with the positive attributes of the organization. Demonstrating an organization's competitive advantage through a well-managed corporate identity program has become crucial. Gustafsson, Lager and Wengblad (2020) documented that the extent to which people identify with an organization is dependent on the attractiveness of the organizational identity. This underscores the necessity of managing identity and image as a way of building a strong brand. However, despite the importance of identification in the market place, little is known on the role it plays in image building. Adah (2020) observes that despite the subject having been discussed for more than two decades and passed its infancy stage, some researchers still consider organization identity as an immature area. Hence the need for further research on the role of identity in organizations' image building.

1.2 STATEMENT OF THE PROBLEM

Keeping a consistent image in the service sector has remained a challenge yet research has shown that such organizations depend on their image for affluence. This calls for a research to establish how corporate identity affects image and brand behavior. Image resides in the mind of audiences (Surjaatmadja & Saputra, 2020). Sürücü, Öztürk, Okumus and Bilgihan (2019) pontificates that image held by employees is reflected among those they come into contact with,

which in this case are the organizations' stakeholders. Those images are enduring and have to be based on facts, image plays a significant role in organizations; similarly, identity is concerned with organizations reality hence identity and image must be consistent in the sense that, the projected image and reality must coincide (Anwar, Min & Dastagir, 2019).

Audiences tend to tie corporate identity to image, yet less effort has been aimed at service sector to show the significance of corporate identity in corporate image (Almeida & Coelho, 2019). A strong, consistent corporate visual identity disseminated through the process of communication helps to effectively articulate the company's mission, vision and culture. This in turn will create image for the organization. Functionally, management of a corporation therefore plays a key role in the building as well as in the maintenance of corporate identity. Certainly, the service sector in Kenya faces tremendous challenge of remaining relevant in the midst of growing competition from organizations offering similar services. Lu, Ren, He, Lin and Streimikis (2019) asserts that institutions may commonly assume that they only communicate when they want to, but unfortunately for many organizations, a failure to control communication results in confused image, yet audiences tend to recognize identity and image. These clearly indicate that identity and image management is important in an organization. To efficiently have an understandable representation of the image to build, it is significant to understand the role of identity in image building as a process.

Corporate identity and image have been researched on for a long time, one of the early researchers on organization identification was put forward by Foote (1951) who suggested that identification provides "a compelling or inhibitory effect on the release of varying kinds of behavior". Later, Balmer and Gray, (2003) pointed out, the concept of organizational identity can be traced back as early as the 60s. Despite the fact that the topic has been discussed for more than two decades, some researchers still consider organizational identity not a mature area. On their part Xing, Wang and Tou (2019) emphasized that despite its importance, the concept of organizational identity has not fully been explored as a dimension of organizational control.

Researchers such as Chien and Chi (2019); Hassan and Shamsudin (2019) and Lee (2019) observe that image research has been relatively ignored in service provision institutions. In addition, little is known on the role of identity on image building (Qadri, Ghani & Sheikh, 2020). In terms of the aspects raised by the researchers and the activities being witnessed in the telecommunication sector in Kenya that has seen mergers, acquisition and heightened branding it is evident that the service sector is facing tremendous challenges of maintaining its relevance in the midst of growing competition from organizations offering similar services. Relevant examples of mergers and acquisitions include changes in the telecommunication sector such as, Zain to Airtel, Esser telecommunication to YU, differentiation of Orange and Telecom Kenya which clearly show that efforts are being directed to organizations' image and identity in the telecommunication sector in Kenya. This calls for the need to understand the image building in the service sector in the country. This study thus sought to establish to what extent and how effectively does corporate identity supports the success of a company through creation of a strong corporate image.

1.4 RESEARCH QUESTION

- i. In what way does corporate identity support the organization's corporate image?
- ii. What efforts have been put in place by the organization to manage corporate identity?

1.5 THEORETICAL FRAME WORK

A theoretical framework is a set of assumptions regarding the nature of phenomena. It attempts to clarify why things are the way they are based on theories. Miller (2005) makes clear that different schools of thought that tend to define theory in different ways as per the needs of the theory as well as beliefs on social world and the nature of knowledge. This research has benefitted from the arguments of the interpretive school of thought. This perspective exploits theories to understand human behavior. Therefore it is significant in my research since identity and image is determined by human actions, such as beliefs, attitude and the nature of knowledge. This has proved relevant in some aspects of human experience. For the purpose of this research, Wilbur Schramm model of communication has been used to give an insight on how communication takes place in organizations. The interactive nature of this model has helped the researcher in understanding communication in an organization. Since image in an organization is projected through symbolism, communication and behavior is often the way they are perceived by their stakeholders. Borrowing from Wilbur Schramm model left some questions unanswered on how communication builds identity hence this study incorporated Birkigitt and Stedler model (Biaudet, 2017). This model helped me in data analysis and discussion. Equally important to note is the fact that models and theories have weakness hence to adequately address them it is important to use more than one. Details on the models used have been covered in literature review as well as in the discussion section.

2.0 LITERATURE REVIEW

2.1 Corporate Identity in Organizations

Corporate identity is communicated through branding and trademarks. Corporate identities were initiated by the belief of the common ownership of organizations. This is manifested in a distinct corporate culture. Forms of corporate identities include logos, trademarks, when properly designed. Corporate image is a perception, according to Frandsen and Johansen (2018) and is the mental picture of an organization in the minds of the audience. Identity on the other hand has been defined as dealing with the impression, image and personality and the manner in which an organization presents herself to all stakeholders (Winkler & Wehmeier, 2017). De Leaniz and Del Bosque (2016) opines that image helps the organization to differentiate itself from others, while identity enables the organization to integrate itself from within. Communication is the exchange and flow of information and thoughts from one person to the other; this process involves a sender who can also function as a source transmitting ideas, information, or feeling to receiver (Chen & Wei, 2020). Melewar, Foroudi, Gupta, Kitchen and Foroudi (2017) identifies strategy, culture and communication as factors that contribute to identity mix. From the definitions above it is evident that aspects of identity and image are conveyed through communication. For effective communication to occur the recipient has to understand the precise information or idea that the sender intended to convey or share the same meaning with the sender. According to Mensah (2020), communication helps create an image that conveys the company's vision and mission and reflects the interest of the organization. "The corporate image is the perception that any audience has of an organization through the accumulation of received messages" (Gürlek, Düzgün & Uygur, 2017). On the other hand corporate identity is referred to as the symbols an organization used to identify itself with people. From this definition it is evident that a relationship exists between image and identity.

Recent scholars have defined corporate identity to capture unique attributes of an organization that includes corporate strategy, history, products and services in addition to corporate identity being said to be based on corporate personality which refers to values held by staff within the organization (Michaels & Grüning, 2018; Wong & Dhanesh 2017; Tourky, Foroudi, Gupta & Shaalan, 2020). To this end it clearly shows that managing corporate identity involves understating aspects of organization such as reputation, image and personality. Managing corporate identity is necessary in ensuring that organizations' key publics have favorable disposal of the organization hence adopting the use of the organization products and services. To borrow from this definition it's clearly important to note that all the actions that an organization communicates constitute what is referred to as an identity.

Corporate Identity is not just about the visual effects, it also includes professionalism, good manners, and punctual responsiveness to clients' needs which all make up the environment in which customers will conduct their business (Black & Veloutsou, 2017). According to Khan, Wajidi and Alam (2020) effective communication is based on information that is dependent on different qualities or effective usage; the volume that is available, its quality, the means and media by which its transmitted and received, the use to which it is put and the level of integrity of the wider situation. All aspects of human relations in an organization are enriched through effective communications as well as sufficient information. Effective communication guarantees good relations in addition to enhancing the general quality of working life, motivation and morale. Inadequate communication on the other hand results in frustration, and augments feelings of alienation as well as lack of identity and unity. Developing a positively regarded corporate identity will enhance organizations performance in addition to managing customers, stakeholder, and employees, as well as leadership and other processes that can produce change (Djouadi & Negrouche, 2017).

Poor communication may result in loss of millions of shillings, loss of customers and it can spoil the good image of an organization (Vaux & Kirk, 2018). It is from this argument that a clear relationship between communication and image manifest itself. It's through the communication process that values, beliefs, perception and even altitudes of an organization is disseminated to the stakeholder hence building an impression that results in identity and eventually resulting in an image that is either positively perceived or negatively perceived. Customers can identify or distinguish organizations products and services from other businesses. According to Genç (2017) communication is giving, receiving or exchanging opinion or ideas by writing, speech or visual means so that the message communicated is completely understood by the recipients. To communicate, organizations use both formal and informal channels. From communication point of view, effective communication fosters positive communication with key publics. Formal channels of communication according to Kwofie, Aigbavboa and Thwala (2020) allow messages to flow in three directions: Downward, upwards and horizontal. Corporate identity merges strategy, culture, and communications to present a memorable personality to prospects and customers.

Upward communication is the process whereby the ideas, feelings, and perception of the lower level are communicated to those at higher level in the organization (Karatuna & Başol, 2018). Upward communication is limited to communicating from the staff at the lower level to the top managers in the corporate. However some organization has less inaccessible management hence communication is limited to official channels such as meetings, bulletins, notices, memos as well

as electronic official channels. On the other hand organizations whose managers are accessible are in contact with staff members on a regular continuous manner (Clancy-Feliciano, 2016). The management can greatly facilitate upward communication by conducting non directive, confidential counseling session; periodically administering attitude surveys, confidential and holding exit interviews for those who leave the organization (Genç, 2017). The grapevine is an informal communication channel yet employees utilize grapevine as a means of emotional release. It also provides the administrators with significant information relating to the attitudes and feelings of employees as well as customers. When employees' freedom to communicate is improved, their dedication to the organization increases and as a result it leads the development of a positive attitude such employees tend to want to identify more with the organization (Atambo & Momanyi, 2016). On the other hand, communication can also be horizontal. This kind of communication involves the flow of information between people on the same level. This is commonly found among coworkers. This kind communication fosters good working environment among the employee which ensures good relation among employees hence effective horizontal communication.

Downward communication is the flow of information from the management to the rest of the staff; such communication comes in form of orders and directives (Djunaedi, Febrian, Agustina, Suryani & Nalibratawati, 2020). This kind of communication can result in strained relationships thus impacting on the image and identity of an organization. It is mostly linked with bureaucratic structure. Communicating the right message to the target audience is paramount to an organization as DiStefano (2016) gives an understanding on the process of which according to him is giving, receiving or exchanging opinion or ideas by writing speech or visual means, so that the message communicated is completely understood by the recipients. From this argument it can be pointed out that to communicate effectively, we need to be familiar with the factors involved in the communication process.

Wilbur Schramm's model of communication

According to Schramm (1961), the process of communication requires at least three elements, the source, message and destination. Any successful communication requires the sender and receiver of information to have a common field of experience such as common language, culture and same level of knowledge. This means that if the field of experience of the sender and receiver overlap, communication can take place and become successful. At this point the field of experience according to Schramm is important. For instance, for communication to be clear, a language that can be understood by the receiver of the message and a proper channel of communication that can easily be accessed and understood when used are a necessity. After the message has been sent, it is the sole responsibility of the receiver to decode the message in a manner that makes sense to the receiver (Elleström, 2018). If the receiver understands or interprets the message in the same way that was intended by the sender, then we can conclude that successful communication has taken place. This model is applicable in a situation aimed at improving communication thus enhancing organizational identity which impacts on the image of an organization (Breen, 2018). However, despite its applicability to communication, the model has some weaknesses. Time is wasted in constant discussions which may negatively impact on the overall performance as well as the effectiveness of the organization. This poses a challenge in the achievement of the organization's goals and objectives as well as mission. According to Elleström (2019), communication may fail to take place if the sender and the receiver do not

share a common field of experience. Some organizations depend on upward to downward. This is a form of a communication that comes from the management to the employees. Communication processes, for example in a military system where orders only flow in one direction, hence presenting a challenge in the application of the Schramm's model of communication.

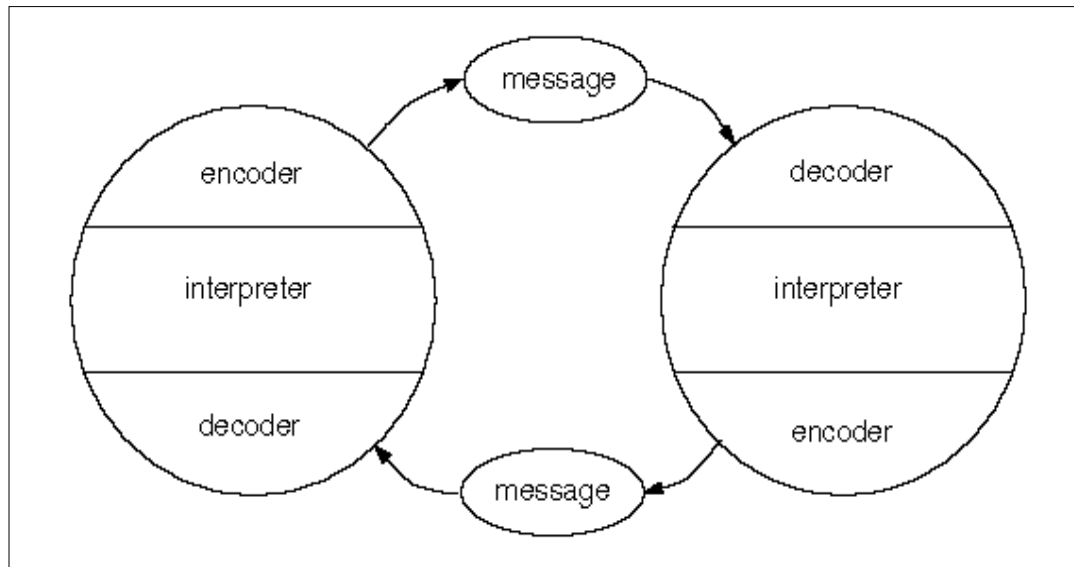


Figure 1.0: Schramm's model of feedback.

Source: Wilbur Schramm (1961)

Managing a Corporate Identity

Balmer (2017) postulate that environmental changes have created the necessity to effectively manage identity. They have identified a number of factors pointing to the need to manage corporate identity and one of the factors is the fact that corporate identity helps accelerate products life cycles. This researcher argued that organizations need to constantly reposition their products in the market, those with high visibility and reputation have a differential factor that reduces the uncertainty in the minds of the audience (Leiva, Ferrero & Calderón, 2016). This explains why organizations spend a lot of funds in ensuring visibility through the media as well as outdoor advertising. In the telecommunication sector in Kenya, a lot of money is being pumped into advertising in the media. A case in point is the production the Safaricom advert dubbed “Niko na Safaricom”. Secondly, corporate identity helps an organization to compete Business Daily (2011). Due to competition, organizations are finding it challenging to differentiate them from each other. By communicating a unique corporate identity, organizations reach degree of difference to add value in the minds of the organizations publics (Fuoli, 2018).

Research has shown that organizations can differentiate themselves through product differentiation. This is by offering unique products and services as well as well equipping the employees to disseminate a unique aspect of an organization in addition to hiring and training employees better than the competitors (Iglesias, Landgraf, Ind, Markovic & Koporcic, 2020).

Products and services are the most important representative for any brand or company. Therefore, the key to defining your corporate identity resides in how well a company communicates its visions and values through its products and services. It is prudent to always make use of products and services to keeping the target audience involvement thus creating a perception mind. The public's image of a company is dependent on the users of the product experience, which should be supported by an effective communication system.

The organizations' products and services are the items with the most impact on how the market perceives and interprets a brand which results in an identity and eventually corporate image. The first step in building identity and image is for the organization to perceive the brand through history, philosophy, vision and mission. Similarly the ideas and attributes mentioned above need to be translated in a manner that is palatable to the consumer in form of a design, or brand language (Ushchapovska, 2017). Once a brand language is agreed upon confirms research further show, the language is then transferred to a product. In addition some organizations rely fully on their products and services in expressing their core values. Image differentiation is similarly significant. If similar companies offer the same products and services with the same features, clients will perceive their images differently (Ushchapovska, 2017).

Thirdly, a good corporate identity can help in the integration of organizations. Integrations can be done through privatizations, mergers, acquisitions, and recessions. In addition, as markets become globalized, companies have had to create a good image that can offer a competitive advantage to organizations intending to expand internationally and differentiate themselves from their competitors (Mitra & Jenamani, 2020). Corporate identity can also support the organizations in cutting the cost of communication. Research has shown that it is expensive to support large number of brands; therefore, a corporate communication campaign seems to be an economical way to embrace all the products. A strong and consistent corporate brand helps to sell all the brands of an organization. For instance deacons do not have to market individual products but can capitalize in the companies' general identity. However other organizations such as Unilever have opted to market individual brands such as Blue band, Lifebuoy and even OMO. Furthermore being well perceived makes it easy to retain and attract the best skilled employees.

Corporate Identity on Organization Corporate Image

Hussain, Javed and Sarmad (2019) suggest that corporate identity is a strategic tool and source of competitive advantage for companies. In this case, staff can understand more clearly the role and the direction their organization is taking and in so doing they will show greater support to the cause. It will also enable the staff to be aware of changing environment and less resistant to adapting to change. A strong corporate and organization identity also supports the organization to recruit high-caliber personnel which is a key resource. Focus on organization identity is pertinent in this vibrant environment and globalization. For an organization to compete in the global market there is need for good workplace to produce quality products and services as well as, support for innovation, retain talented staff and attract new talent as well as overcome resistance to change. Greer (2020) state that if the staff and the stakeholders identify with the organization they think and act according to the organization's perspective. On their part Foroudi, Melewar and Gupta (2017) add that organizational identity deals with the impression, image and personality and the manner in which an organization present itself to all stakeholders. This clearly provides an understanding on the vital role of organizational identity in organization life.

Organization identity is important in reputation building Cheema, Afsar and Javed (2020) found that corporate identity and image improved suppliers attitudes towards organization which in the end builds on the reputation of the organization. Identity also plays an important role in attracting capable personnel to an organization. Dhir and Shukla (2019) points out that employee who identifies strongly with their organization reveal positive attitudes and behaviors towards the organization for which they work. This clearly demonstrates the significance of employees in building identity and image. When you have an admirable corporate identity it will touch on everybody in the company, from the lower staff to the top management .Several factors build corporate identity and these include logo communicating between employees and the customers how you project the firm's values on a day to day basis and how the organization manager the team in general.

2.2 Organizations' Corporate Image

The corporate image is the perception that any audience has of an organization through the accumulation of received messages” (Ali Danish & Asrar-ul-Haq, 2020). This in essence means that each audience has its own image about an organization. Since image results from accumulation of received message, it then follows that any action or information from an organization that is communicated to the audience helps them create a perception about that organization. Dhir and Shukla (2019) opines that image helps the organization to differentiate itself from others, while identity enables the organization to integrate itself from within. Further, he reaffirms that a strong identity evolves into ideology that helps pull members towards the vision of their organization. This means an organization can achieve its goals and objectives by establishing a strong image. Dhir and Shukla (2019) further adds that if the image and the identity of an organization match, then the entire organization becomes externally adaptive and internally cohesive. On the other hand, when image and identity are not managed properly, asserts (Hwang & Lyu, 2020) constituents are confused, and the credibility of the organization tends to diminish. To him credibility is the heart of any organization; it determines how the stakeholders view an organization as well as its rating in the market. This clearly demonstrates the importance of managing image and identity.

Corporate image “is the global evaluation comprising of a set of beliefs and feelings a person has about an organization” (Zameer, Wang, Yasmeen, Mofrad & Waheed, 2018). Dowling adds that once these beliefs and feelings are recognized by a member of a particular public, individuals start to become familiar with an organization. To this end argues Dowling, familiarity builds image. In addition he explains that members of the public identifies with how the organization goes about doing things and eventually they develop an understanding of the company's values. It is at this point that a company is said to have developed a reputation. For instance in Kenya today one can argue that East Africa Breweries has built a reputation in the eyes of the consumers ,and is identified with its beer such as Tusker (African Executive, 2011).

As de Leaniz and Del Bosque Rodríguez (2016) states image is synonymous with reputation; to him it's a term that implies a level of truth, whereas image carries a more superficial connotation. It is therefore important to mention the role of reputation as well as its importance in image building. Whereas image reflects the more recent beliefs about the organization, reputation is the perception of an organization built over time (Balmer, 1998). Reputation results from a reflection upon historical impacts of previously observed identity cues and transactions experiences

(Melewar, 2003). This means that image may change relatively quickly while reputation calls for consistency of image for a relatively longer time.

Reputation may be seen as a standard against which decisions are evaluated according to Balmer (2017), this means that an action to be taken by an organization may be evaluated on the basis that it will help maintain or build on the organizations' reputation. From the arguments it clear that ultimately, reputation has an influence on corporate identity management programs and to some extent organizational identity. Due to globalization, competition is becoming a reality meaning that survival tactics are needed which calls for differentiation. According to Almeida and Coelho (2019) being differentiated means being perceived as a unique yet competing companies tend to be more similar hence the need to have a good image. Employees are core to any organization and this explains why competing organizations are constantly poaching staff from their competitors. This is evident in Kenya today especially in the telecommunication sector. A case in point is the mobile phone providers Safaricom and Airtel (African Executive, 2018). To attract high skilled staff, an organization needs to be seen as attractive. My research aims at establishing an understanding on the role of image and identity in as far as success in telecommunication business in concerned, specifically mobile telephony in Kenya. This research has set to establish how telecommunications provider builds its image to enable it stand out in this competitive venture. In addition, it has looked at the actions that the chosen organization has taken in as far as its products and services, behaviors and attitudes, environments and communication and the impact of the actions in the overall image held by the clients. Ab Hamid, Jusoh and Maulan (2020) asserts the importance of corporate image, according to them, a strong image gives the customers confidence in the products.

Forming Image in the Mind of the Customer

Sürücü, Öztürk, Okumus and Bilgihan (2019) declare: "image and perceptions are created through all senses and feelings experienced through products usage, customers' service, the commercial environment and corporate communications". According to them a corporate image is formed from four areas: Product and services: The products and services offered by an organization impacts on its image. Another area is Environment. This refers to the commercial environment yet people pay much attention to the physical environment which must be friendly. Behaviors and attitudes are also important factors: these are issues like social responsibility, corporate citizenship, ethical behaviors and community affairs as well as communication. They include advertising, personal relationships, personal communications, brochures. Park and Nicolau (2019) declares that image is not build only by communication but intentional and unintentional messages as they get through to the audience all the time, thus undermining forms of communication. Since organizations tend to send messages from their actions the process of creating image never ends.

Sürücü *et al* (2019) add to the advantages of good corporate image. They state that a good corporate image can result in a competitive advantage and they identify the advantages of a good corporate image as improved sales. They state that clients prefer a well-known organization, with a good image unlike the one they don't have any information about or have a bad image. In addition they argue that clients support new product development in that, well known company will have fewer problems to launch and introduce a new product. From the beginning, customers will have confidence with the new product. Further positively communicated corporate identity will help to make the organization's presence known and as a

result increase awareness, understanding and support, Aurelia, Firdiansjah and Respati (2019). Equally, effectively managed corporate identity will create a sense of belonging and common purpose within an organization. According to Aurelia et al (2019), the most important audience and communicators are the employees since they are in contact with the audience a positive image helps the company to attract and maintain skilled personnel while at the same time, a company with a good image enjoys a presumption of innocence during crisis.

Investing in the development of corporate image for an organization according to Cornelissen, (2008) has advantages which comprises of distinctiveness. When consistently communicated, a corporate image creates awareness, triggers recognition, and may also instill confidence among stakeholders, since they have a clear picture of the organization and raise motivation among the employees as well as morale. From the arguments above, it then follows that an organization stands out amid its competitors and this will boost its goals and objectives. This underscores the importance of investing and paying due attention to developing the image in an organization. It is important to note that the image enhances reputation. A good image provides basis for the organization to be favored by the stakeholders and this may have a positive impact on the organizations' performance (Subaebasni, Risnawaty & Wicaksono, 2019). Impact is felt when the organization meets its goals and objectives be it in terms sales, clientele, staff retention among others

3.0 RESEARCH METHODOLOGY

The study adopted the qualitative research method in attempting to understand behavior and institutions by getting to know the persons involved and their values, rituals, symbols, beliefs and emotions (Mustapha & Ebomoyi, 2019). Interpretive philosophy was used. The study employed a case study design and targeted employees, consumers and agents in the communication department. Non-probability sampling methods were used in this research in which extreme case sampling, purposive sampling and Convenience sampling methods were adopted. This research has used interviews, observation and document analysis. The collected qualitative data was analyzed using content analysis. In order to explore identity and image building in telecommunication organization, in-depth interviews were designed to elucidate information on how employees, agents and customers perceive the organization as well as how they make sense of messages communicated and their impact on identity and image. The researcher interviewed and observed a total of 20 respondents. Among the documents analyzed were bulletins, advertisements journals, press releases and social media messages in addition to visiting the organizations website.

4.0 DATA PRESENTATION AND INTERPRETATION

4.1 Public's perception of the corporate identity and image of the organization

The findings reveal that the telecommunication company was perceived positively in as far as its products quality, attitude of employees towards customers as well as availability of its products. The perception manifested itself on various ways which include the interest that the participants had in talking about the organization. In addition it was observed that the positive perception was shaped by popular opinion, media coverage as well as reputation. From published report of the telecommunication organization on the products and services offered by the organization to televised information on the organization, perception suggests that the audience received the message and intern influenced them. These explain why the organization continues to dominate

the markets. Research has shown that positive perceived image in the mind of any audience may help companies in a lot of aspects such as improve sales, support new product development and recruit skilled personnel (Tourky, Kitchen & Shaalan, 2019).

Conversely, employees are able to influence stakeholders by projecting a certain image to them. The positive perception held by employees impacted on the clients they came in contact with. Media presence can also be attributed to positive perception of the organization since it assisted the organization to project a consistent identity to the publics. This in turn creates uniformity as well as builds image of the organization. Through publication such as brochures, merchandise logos as well as advertisement the organizations are able to show consistency which sends a perception of being available. Most of the customers had a lot of positive feedback about the organization in general. It was apparent from the respondents interviewed that they appreciated most of the organization's products and to like these services as well.

Because they are everywhere, network is almost everywhere in the country and because it was among the first to introduce some products in the market customers trust them and I think some people fear change or unknown, I also like the way employees handle complaint (A 3). You see when a customer comes here and they send money to a wrong number there is a number we call and they really act very fast so customers are comfortable with their products. There are challenges but they are trying, again they have helped many people they are always planting trees and conserving wild life in Lewa (E 5).

Conducive working environment, employee training, and motivation as well as open channels of communication ensured that employees are comfortable working and being identified with the organization. From the employees interviewed it was observed that some staff members walked in the streets with their job cards on which is a sign of wanting to be identified with the organization. This positive perception that a section of stakeholders have of the organization can be attributed to efforts put in place to ensure that customers can access services. From this argument it is clear that customers need to experience product or service usage to be able to have a perception. Experience in this case include how customers interact with organization stakeholder, for instance if employees are motivated they will handle customers with enthusiasm which send a message of confidence to the customer who then develops an attitude towards the organization. However it also emerged that it's not possible to please every stakeholder with others citing network problems in the telecommunications provider as a negative aspect of the organization and one customer had this to say:

Their network is not strong in all places due to congestion and more so it is a bit expensive compared to other networks but I am still in the network because of other services such as mobile money transfer and internet (C 6).

4.2 Building Identity and Image

To get feedback on the role of communication in identity and image building in the organization and its effectiveness, the researcher asked the agents and customers to explain how the organization communicated to them. The findings indicate that the organization indeed communicated to its target audience through short messages, sales representatives, and Corporate Social Responsibility actions as well as through posters, bulletins, newspapers and their website. As discussed in the literature review, communication helps create an image that conveys the company's vision and mission and reflects the interest of the organization. The findings show

that the organization has internal mechanism of communicating with its staff. The respondents appreciated the responsiveness of the organization through feedback. Any form of communication can only be said to be complete if it has feedback. To build a strong identity positive feedback is essential which agrees with what researchers have established. The responsiveness of the organization was appreciated mostly by agents who felt that the organization is caring and has their interest at heart which resulted in positive perception of the organization. The agents interviewed had this to say:

The way they communicate promptly, they fix the problem in time and they always have a solution to a matter raised by customers when I text them or call them I am able to get response immediately (A 1).

Visibility in the media through communicated messages could also be attributed to the dominant positive image held by the stakeholders of the organization. From the findings, it is clear that the organization has a corporate strategy that ensures visibility; a very important component in building corporate identity. Argenti (2009) adds that building a corporate identity is part of reputation management and could be controlled completely through successful corporate management and communication strategy. One of the agents was impressed with the information that they get through media and bulletins:

When you ask them a question or complain they take it seriously and respond appropriately, we see their actions in the media and they have many promotions that help people, like bulletins about their promotions they are really informative (A 7).

Consequently, the organization seemed to have a good working relationship with its agents. Looking at the organization's website, it was evident that it was constantly updated thus the clients could access with ease. Researchers have documented that communication is important in a business organization. The updated information must be made available at all times for effective running of an organization and to staff members, customers and clients as well as other stakeholders. As alluded to by Alan (2008), employees deal directly with organizations external stakeholders and can be influenced by their feedback. Conversely, employees are able to influence stakeholders by projecting a certain image to them. This confirms why the organization's agents seemed to appreciate the organization since they gave the impression that they understood how the organization conducted its business. On the employees' part, the researcher was interested in knowing if the communication was deliberate. To get the response, the researcher asked them if they had any communication strategy and how they communicated and they had this to say:

...all our activations have PR communication behind them, in each of our sponsorships there is a message we want to send for instance we are caring, support youth believe in the future ,peace inclusiveness (E 1).

We always ensure that our communication gets to the right people ,in our communication strategies we have categorized stakeholders and communicate differently to each one of them, for example media we engage them differently compared to government and even shareholders same case to our customers and agents (E 2).

In addition, the researcher was interested on how they communicated their messages and so the head of corporate communication was asked to give an explanation. He explained that;

Everything communicates whether it's a speech paper we are selling to a columnist we have key messages. Even the language and how we speak in an event clothing the PR Plan are integral to our PR communication (E 1)

Notable was the fact that the management communicated to employees with an aim of boosting employee morale, enthusiasm and loyalty in addition to having conducive working environment, a fact that research has established. Poor communication may result in loss of millions of shillings, loss of customers and it can spoil the good image of an organization. One employee said that:

Through incentives such as good pay horizontal communication and staff development we are able to encourage our employees to work whole heartedly. We also occasionally conduct team building exercises and of course due to technology we are able to communicate on email and our newsletter. This keeps the employees informed if we are introducing new products. We always conduct intensive trainings (E 3).

This confirms what researchers have documented that there is an important positive relationship between workplace attitude and perceived external prestige (Carmeli and Freund, 2002). Smits *et al.* (2001) point out those employees who identify strongly with their organization reveal positive attitude and behaviors towards the organization. It was also observed that the organization communicated through the website where one can access information ranging from investor relations, its foundation, dealer login, subscriber registration and upcoming events as well as CSR activities. Besides, the way they communicated the researcher wanted to assess the impact of the communicated messages to the receivers and so the researcher asked them how agents perceived the communicated messages. They said;

They help us know how to communicate with customers and have good PR. This builds confidence on us as we deal with customers because we know what we are selling (A 3).

Another customer was impressed with the fact that they could rely on the organization. The client told me that:

That it is a reliable organization since it makes me view the organization as one that I can trust, reliable, caring (C 5).

As for me, I only login to their website and get the information I need be it promotions or making queries, because it is free and reliable. I also tweet their customer care department and they respond promptly (A 9).

During the interviews, it was observed that respondents were interested in talking to me, which showed the commitment they had to the organization. From this data I could say that the organization was perceived positively, as far as its communication and response to customer needs was concerned. Most customers described their communication as good and that their employees were polite. The communications made to the target clients was seen to influence them positively and negatively. Most customers interviewed said that the communication was useful to them. Similarly agents shared the sentiments. It also emerged that customers appreciated media campaigns by the service provider. From the data collected, the organization seemed to be visible through its social responsibility which could be attributed to a positive image towards the organization. Corporate Social responsibility is considered crucial for the organization to communicate its new values and cultures. The organization sponsors activities

for individuals as well as major national projects in conjunction with government and non-governmental organizations form the areas. From their website, it was evident that the organization under study is involved in environmental conservation, health, education as well as economic empowerment. When the researcher visited the website, it was noticed that they have a section that clearly shows their projects that included Economic Empowerment, Education, Environmental Conservation, Health, Disaster relief, water Art and Culture and sports. This was reflected from customer three who told me that;

... They came to Kibera, Raila Odinga Center and donated a water tank so it means they know that we don't have water here (C 3).

The organization's head of communication said they allocated a lot of money in CSR activities and it had played a significant role in enhancing its image;

The CEO saw CSR as a smart business he never saw it as philanthropy but saw it as a tool for selling the brand to the community we put a lot of resources in CSR trying to touch all of the society garment for instance music, health education we do everything and it has worked you touch people's lives (E 1)

On his part agent seven said that:

...for CSR we saw them in Lewa marathon and the recent music concert they also support a children's home down the informal settlement, you see even free T-shirts provide clothing to the needy (A7).

Hence, I concur with researchers who argued that organization identity and image cannot be built successfully without support of internal employees (Stuart, 2002).

Products and Services, its impact on Image and Identity

Products and services of the organization are significant in shaping the organizations image and identity. It was observed that most customers and agents tended to identify and describe the organization based on its products and services. The availability of its products and services, cost as well as effectiveness mattered to those the researcher talked to. Doyle and Stern (2006; 81) provides ways in which a firm can create value to its products and adds that customers will have more or less confidence depending on superior product performance, better services, and top-quality. This clearly shows that contact with the organization is important if customers are to create an image of the organization which the findings of this research support. The majority of them were impressed with the availability of its products in the market and the innovation this in turn made them identify with the organization positively. Some agents cited the fact that the organizations products were moveable as a reason for identifying with the organization this confirmed what researchers have documented. They argue that clients prefer a well-known organization, with a good image unlike the one they don't have any information or have a bad image this was confirmed by an agent who told me that:

Its products are moveable because many people are in the network, as you can see we are constantly interrupted by customers moving in to purchase products and services its always busy even the weekend ,people love the products that all I can say(A 3).

For some agents the ability to use the products and services without complication is the attractive bit as agent four noted:

It's an easy service and many people know how to use it I have tried other networks and although they are cheap, it is not easy to find their agents, so I came back to this network. They are not cheap as the rest like internet is very expensive but they are available and user friendly (A 4).

Notable was the fact that though the cost of products and service mattered to the customer the quality and availability superseded this tended to attract clients more, an employee noted that:

....We have never claimed to be the cheapest, affordable because we are not, all we are saying is; we are here, we have a responsibility to our shareholder, we are here to make money (E 1).

They always bring new things to us affordable such as phones laptops and even promotions that help people..... (A 8).

You see they were the first to introduce mobile money transfer so it means anything new in the market they will be the first to introduce(C 3).

However, others viewed the introduction of new products frequently as confusing and discouraging to those who are not quick to change. But as (Smith and Tylor 2006; 667) documents a strong identity supports new product development. A well-known company will have fewer problems to launch and introduce a new product. From the beginning, customers will have confidence with the new product.

.....many people don't like changing to new things, they want to stick to the old that they know, and so many consumers of these products have traditional been customers anything new that come they don't embrace it quickly (A 3)

From the findings, it is clear what research has documented on the role of corporate identity and image in acceleration sales of a products or service. This means that a well-known company will have fewer problems to launch and introduce a new product. From the beginning, customers will have confidence with the new product.

Identity and Image building through Customer relations

Corporate reputation can be influenced by communication activities. Communication programs are valuable for creating awareness of good operational practices and in enhancing the organization's relationships with stakeholders. Dialogue with stakeholders also can help shape organizational practices. Image is all about how an organization is regarded while identity is the visual image. Image and perceptions are created through all senses and feelings experienced by customers through all products usage, customers service, the commercial environment and corporate communications.

Employees have a significant role in forming and dissemination image to the external stakeholders (Kennedy, 1997) it is encompassing even behavioral relationships of employees with the external stakeholders who in this case are the customers (Balmer and Greys, 2003). The way employees handle customers and their concerns are dependent on the identity they have of the organization. To understand how customer relations build identity and image, the researcher asked the agents and customers their perception in as far as their interaction with the organization was concerned. On the other hand, the researcher asked the employees, about the strategies they had to strengthen and build positive image both internally and externally. It was noted that building a good customer relations was part of communication strategy of the

telecommunication service provider as noted by the communication department who said that they trained all their customer care staff to learn and handle customers with respect and integrity. Customers seemed not to be contended with the customer care services they were given as noted by an agent:

They are not very friendly, for instance if a customer has a problem they ask for the details of the customer and you have to give them even if the customer has gone...(A 3).

However, a few agents were happy with how the organization handled its customers

Agent Six affirmed that:

I like when they visit the shops to see us and tell us what to be aware of like fraudsters, it also gives us an opportunity to ask them questions and raise our concerns (A 6).

We used to call customer care. However it was busy but nowadays we can get through and they take time to handle your issues; In addition people have had to lose money in some transactions (C 4).

This means that on average consumers perceived the organization as neither good nor bad. Nevertheless, the pricing of its product is perceived as the negative attribute of the organization. The organization was perceived as a caring one with its presence in every part of the country and that customers could access its services and products. Some customers seem to be satisfied with its products. The majority of those interviewed were not happy with the cost of products and services of the organization with preponderance arguing that though its services were available they were expensive compared to other services providers. Easiness to find the products and services of the organization could be seen to have contributed to the positive image.

Imetanda kote nchini, Ingawaje ni ngumu kupata hii biashara juu ya pesa mingi inaotakikana, na wewe ukipata umetoboa juu watu wengi wako kwa hii mtandao (A 6). (It is available all over the country, although it's not easy to get the agency business due to the huge capita needed if one succeeds the you are in business).

Customer Seven affirmed that:

You see I am in the network because most of my friends, family and let's say many people use the service. For example sending money through phone it is not possible if someone is not in the network. Nevertheless it's not cheap it's only that many people use it (C 7).

Agent eight also noted that for years, I wanted to do the business but money was the problem. Getting this product is expensive because many people wanted it, if I wanted another network I would have gotten but you have to go where people are, si hiyo ndio biashara?(isn't that business?) (A 8).

From the data collected it can be observed that most of those interviewed were positive towards the organization.

Identity and Image building through environment conservation

The researcher was interested in knowing how the customers identified with environmental conservation, if they knew such actions from the organization and how they influenced their attitude towards the organization. To get this, the researcher was interested in the relationship

between the organizations, society and environment. The majority seemed to appreciate the responsiveness of the organization to the environment.

Agent one explained that:

....Mm! I think I can say they have supported youths to plant trees and also donated seedlings. To me when I see the dustbins in town donated by the provider...I think they care (A 1).

..... I have noticed that many companies are supporting tree planting .To me it is a good example to the community in caring for the coming generation (A 2).

A few of them did not care what they did to the environment and they were interested in what the organization was doing to them.

Hiyo maneno ya Environment mimi sijaelewa sana bora huduma ni nzuri ni sawa!

(C 4).

(I really don't understand much about the environment as long as the services are good)

However it emerged that the current consumers care a lot on what and how the organization relates with the environment. To mean that they are increasingly demanding that organizations be socially responsive as well as environmentally conscious. The heightened activities surrounding environmental conservation as a result of global warming has created awareness among organizations and the public. As a result organizations are investing in environmental conservation. This is paying back due to the fact that the customers and the community at large tend to appreciate.

Behavior and Attitude

As for the behaviors and attitudes, the researcher asked my target audience what they thought of the organization as a whole as well as its products and services. From the data, the researcher observed that the service provider was perceived positively by customers due to employees' attitudes towards the customers. The majority of those interviewed lauded the effectiveness of the organizations customer care services. What impressed them was the fact that whenever they contacted the customer care their issues are responded to effectively and faster.

Their staffs are polite and they take time to explain a concept to a customer and when they promise you something like reversing some money sent to wrong number they do it so I trust them(A 6).

Nowadays when you call their customer care lines they respond fast unlike before when you could be

4.3. Effectiveness of strategies but in place to disseminate identity and Image

One will be tempted to simply define communication as the sending of information from the sender to the receiver through a channels. This research has established that communication can be deliberate or not deliberate. It is important to note that any information that a stakeholder comes in contact with impacts on their perception of the organization. It effectively communicates the right information an organization need to have a communication strategy. The organization under research through its communication department has a communication strategy as one of the employees puts;

Everything communicate weather it's a speech paper we are selling to a columnist we have key messages. Even the language and how we speak in an event clothing the PR Plan are integral to our PR communication (E 1)

From the agents and customers interviewed it emerged that the organization communicated to them through Short messages, sales representative, bulletins as well as media messages.

The way they communicate promptly, they fix the problem in time and they always have a solution to a matter raised by customers when I text them or call them I am able to get response immediately (A 1).

The organization equally has internal mechanisms to communicate with its staff members. Notable was the fact that channels of communication are open. In addition the organization seems to have utilized technology since meeting were occasional held on teleconference facility as well as organization website in addition to e- journals available to both customer and employees. According to documents publishes in the organization sustainability report 2012 the organization commits to providing a greater place of work and for growth, where both individual accomplishments and team effort will be rewarded. This clearly shows deliberate efforts aimed at boosting employee's productivity. Research has alluded to early in this work shows that employees play a major role in disseminating messages that impacts on the organization from the outside world. This makes the organization admirable from the outside world making the outside perception conforming to the internal situation as a result potential employees are attracted to the organization making it a preferred employer. Equally it support the organization manage turnover.

From the finding it can be said that the organization consider its employees as one of the most valuable assets. The organization through its action has invested in its employees and created a conducive working environment. From the publications access it was observed that the organization has developed employee's charter to guide how the organization interact with its staff. In addition the organization has put into consideration Occupation Safety and Health performance. The organization has developed safety rules which all employees and contractors must comply with, which include traffic rules such as always wear a seatbelt when driving, never exceed speed limits, Via the internet employees can access employees can access polices to address the risks associate with skills and retention, the available polices include talent acquisition and management, promotion, recognition, learning and development and job evaluation. In addition, the organization won an award known as family responsible company award.

From the documents analyzed, the researcher was also observed that the organization embraced environmental performance as a key challenge and as a result developed an integrated green agenda focusing on people, planet and profits. These efforts can be said to result in employees having a sense of pride for being part of the organization. Consumers on the other hand tend to appreciate the organization products and services through sponsorship of events the organization has ensure visibility as well as giving the consumer an opportunity to be part of the organization. From the organizations website one will realize that all the publication including speeches and press release ad media kit. Internal image as well as external must be in harmony with the reality this explains the adoption of the strategies. Image is all about common vision. Vision is communicated through corporate logo, print style and generally all the communication tools. It was observed that the organization communicates to its audience through advertising,

public relations activities as well as managing behavior of its employees by integrating them within the corporate

5.0 CONCLUSIONS AND RECOMMENDATIONS

This study showed that clients are attracted by what they think and how they view organization, aspect of corporate social responsibility emerged as a key exercise in building a lasting impression in the eyes of the stakeholders. This research makes the following conclusions. To begin with identity is significant in image building in an organization more so in the service sector. Identity brings about trust among the stake holders and therefore influences the purchasing power. Secondly I conclude that products and services offered by an organization is key in image formation in addition to the effective communication as well as environment in which an organization operate. Based on this background., this study recommends that each and every organization needs to pay attention to the language that the target audience speak, this research has shown that it play's and important role in building identity. Secondly corporate social responsibility should be seen as a smart way of doing business since in the long run it builds a favorable image of the organization in the minds on its stakeholders.

The study recommends that every organization should pay attention to the language that the target audience speaks, and that the symbols of identity need to be well thought out. In addition using indigenous names seem to send a positive message to the consumers and organization needs to take cognizance of the same. Further, Corporate Social Responsibility should be seen as a smart way of doing business in addition to encouraging innovation and partnering with the indigenous organization in order for the clients to identify with the brand. Furthermore, research has shown that internal as well as external publics are important in disseminating a positive image of an organization. This calls for organizations to improve five areas of concern to both external and internal publics as alluded to by (Foroudi, Melewar & Gupta, 2017).

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