



**INFLUENCE OF PERSONAL BRANDING ON ORGANIZATIONAL PERFORMANCE IN THE AFFLUENT BANKING
INDUSTRY IN KENYA**

WINNIE CHEBET CHEBORGEI, MARY KAMAARA

INFLUENCE OF PERSONAL BRANDING ON ORGANIZATIONAL PERFORMANCE IN THE AFFLUENT BANKING INDUSTRY IN KENYA

Winnie Chebet Cheborgei^{*1}, Mary Kamaara²

^{*1}Jomo Kenyatta University of Agriculture and Technology [JKUAT], Nairobi, Kenya

²Jomo Kenyatta University of Agriculture and Technology, [JKUAT], Nairobi, Kenya

Accepted: October 13, 2017

ABSTRACT

The study sought to determine the influence of Personal Branding on organizational performance in the affluent banking industry. The study was guided by the following specific objectives; to determine the effect of image on organizational performance in the affluent banking industry and to determine the effect of career development on organization performance. The study was conducted using descriptive survey design. The target population of this study was the 20 commercial banks with affluent banking. Since the target population was small, the study was a census survey where all the 20 commercial banks with affluent banking were used. The study purposively selected the affluent banking managers, human resource managers and financial managers in each of the 20 commercial banks. The study therefore targeted 60 respondents. The study collected data using questionnaire. The type of questionnaire to be employed was semi-structured to collect both quantitative and qualitative data. Quantitative data was analyzed using descriptive and inferential statistics. This study employed a multiple linear regression analysis to establish the relationship between the independent and the dependent variables. The study found that personal image affected organization performance. The employees' image enabled customers to develop a positive perception of the organization thus increasing the customers which ensured that profits increased. Career development affected organization performance. Employees' career growth in the organization enhanced their commitment in the organization and they had developed their career in the organization and increased their salary. The study recommended that employees should build a good reputation through their image to build a service culture, which puts the customer first and encourages employees to find creative ways to meet a customer's need. Individuals and organization should all strive to facilitate career development to reduce employees' turnover hence reducing the costs of hiring as well as developing the employees' capacity and capability which would translate to a better performing organization.

Key words: Image, Career development, organizational performance

INTRODUCTION

Personal branding is a global phenomenon that has become increasingly important to all professionals (Schawbel, 2015). Ghodeswar (2008) describes a brand as a distinguishing name or symbol, such as a logo, trademark, or package design intended to identify goods or service and to differentiate them from the competitor. Today the meaning of brand goes beyond just being an identifier to a promise of value as noted by (Dolak, 2008). Kaputa (2003) goes to refer to branding as the image created in the minds of people when you think of a name, a product or a person. Personal branding is an important tool for jobseekers as it helps define their strongest attributes and sell themselves to companies. As defined by Labrecque, Markos, and Milne (2011), personal branding entails capturing and promoting an individual's strengths and uniqueness to a target audience. Schawbel (2015) posit that it is critical for individuals to cultivate their personal brands to enjoy professional success. He further adds that individuals' personal brands will influence how successful they become when selling their professional capabilities therefore becoming an advantage in the recruiting process and enhancing an individual's potential of standing out. Similar to a commercial brand, a personal brand is a collective representation of how one is perceived by their publics. Personal branding has become an effective way communication between a person and their respective publics, differentiating them from their competitors based on uniqueness and distinct values (Morton, 2011). With personal branding, one is able to establish them beyond a resume and further determine who they are as an individual and how they can be an asset to various corporations. Self-branding is about thinking of oneself as a brand a product that can be viewed strategically and creatively in a competitive market to bring maximum value to an individual and their company (Barnett, 2010). Personal branding goes

beyond cyberspace to include a personal representation on oneself. "Having a strong personal brand is about projecting a strong consistent 'personal brand' image for oneself through the way they talk, the way they behave, their body talk and sartorial, and grooming skills, and then taking control of their visibility to manage their own public relations (Everett, 2008). Personal branding includes a representation of a personality through a variety of mediums. With the current state of today's job market, it is difficult for jobseekers to stand out from their competitors. Many won't even be considered for a certain position unless they have connections with professionals in their desired field of employment. Networking is an essential, effective communication skill both in business and in one's personal life. A big part of the employee recruitment process is professionals connecting and forging potential mutually beneficial relationships, (Schawbel, 2010). By creating a network, an individual is a step ahead of their competitors in regards to their connections with multiple professionals. As Schawbel (2010) opines that having a network filled with professionals in a desired field can help differentiate and individual from their competition. Jennifer Saxon, Communications Manager at Mind Body, mentioned that by having a network of people who know you, who can vouch for you, and who are willing to be references, is extremely important for furthering a personal brand. Part of developing this network has a lot to do with personal values, like trustworthiness and integrity. When determining a personal brand, it is important for the individual to create objectives to plan a direction for the image they wish to obtain. According to Schawbel (2010), setting goals are an effective way of measuring the success of a personal brand. "By creating your goals, you are giving yourself something by which to measure success. Alignment between long-term and short-term goals is critical to their achievement,"

(Schawbel, (2010). According to Kaputa (2005), maintaining a positive relationship between the brand and target audiences is an example of a goal for a strong personal brand. One will only be banded if they are constantly on view to their target audience. The goal is to extend or reinforce the brand at every opportunity without negating it (Morton, 2012). Whitmore (2015) adds that personal brands affect business reputations as much as they do professional careers since professionals will think of individuals first whenever new business opportunities arise. By having a strong brand therefore an individual can communicate and promote unique values to current or future employers thereby increasing chances of career development (Horton, 2011). According to Armstrong (2008) career development is of great importance to both the individual employee and the organization. This is so because there is interaction between the organization for which he/she works and the development of the organization through the employees' career. An employee develops his/her career through a continuous acquisition of managerial or professional skills and experience which may bring about rewards and promotion. Graham and Bennett (2011) agree with this and contend that career development involves personal branding, higher status and responsibilities which can take place in one organization or through movement between organizations or a combination of both. In the United States (U.S.) according to Deva (2017) sales executives and managers, sales force members, and professionals who sell their own services competence and personal qualities are the most significant aspects in creating personal brands. In Pakistan, Fatima and Zaki, (2015) on a study on the impact of Personal Branding on Career Development argue that in personal branding, the self-promotion tactic of impression management has very strong relationship with career development. This relationship is directly positively

associated. In South Africa the Personal Branding field is a growing field, as can be seen within the methods and models available to create and craft a highly sustainable Brand Identity for a Personal Brand. Locally, Ogutu, (2016) opine that employees consider personal branding important. Further, he found that only self-promotion tactic was found to have a positive and significant association with career success. According to Kelly (2012) commercial banks have adopted career development practices such as career growth information for employees, treating career development as a core HR function, practicing career counseling, incorporating career growth into the appraisal process, encouraging employees to pursue higher education as a way of uplifting skills, training program and undertaking of professional programs by employees to assist them achieve career objectives.

Statement of the Problem

For a long time, branding was only associated with businesses and companies. But in the current world, especially with the myriad of online social platforms, personal branding has become just as important. It's a way of making oneself stand out from the crowd to showcase one's uniqueness. Personal branding involves how one manages others' perceptions of themselves and influence how they think of oneself. Having a strong, vibrant and clear personal brand is something that one needs to actively cultivate in one's quest for career success. Effective personal branding has played a very big part in career development of the world's most successful people such as Bill Gates, Richard Branson and many others (Nobel et al., 2010). The banking industry is a key driver to the Kenyan economy. The World Bank's Kenya Economic Update (KEU) October 2016 projected a 5.9% growth in GDP in 2016, rising to 6% in 2017. According to the Kenya National Bureau of Statistics (KNBS) quarterly report (2017) Kenya's economy

expanded by 5.7% in the third quarter of 2016 compared to 5.8% in the same period in 2015. Provisional quarterly GDP estimates for the first quarter of 2017 show that Kenya's economy expanded by 4.7 per cent measured against a similar period in 2016. According to the governor of Central bank of Kenya, Ndungu (2014) the banking sector and the totality of the financial sector is very important to the economy. Kenya's financial industry is currently one of the fastest growing not only in African.

Companies all over the world whether the service or other firms, recognize the essential role branding plays in the course of business. In the present day business practice, branding has become an active weapon marketers use to strengthen their competitive advantage and thus improve the performance of the organizations. Many people however are not conscious of the fact that they have a brand, hence they don't put much effort in managing and positioning it strategically and effectively to increase their career development for better performance. According to Sills, (2011) with the acquisition and development of employees for future positions, an organization is assured of a supply of qualified, committed employees. In addition, a career development enables organizations to develop and place employees in positions compatible with their individual career interests, needs, and goals. This improves the organizations performance and a countries economy at large. By creating and preserving personal brands, individuals have the capability to use their unique qualities and skills to essentially market and position themselves thereby giving themselves a valid distinction from competition besides advancing their careers (Torrington & Hall, 2012). It is not however established the influence of personal branding on organization performance. Various empirical studies have been conducted either on branding or career development but there

is very limited evidence on the effect of personal branding and organization performance. Mutinda, (2011) assessed brand personality influence on brand choice: the case of televisions in University of Nairobi MBA students and found that sincerity, excitement, competence and sophistication are the key personality drivers in television brand selection. Jackinda, (2016) sought the effect of Brand Extension Strategies on the Brand Image Among Commercial Banks in Kenya and found that commercial banks image is as result of high quality products, the brand provides good value for money, personality that distinguish itself from competitors' brands and have a clear impression of the type of people who consume the product. Kelly (2012) assessed Career development practices among commercial banks in Kenya and found that there are several career development practices that are evident among commercial banks in Kenya. Muchanje, at al., (2016) assessed the factors influencing career progression of tutors in public primary teachers' training colleges in Kenya and found that exposure to professional development influenced tutors career progression positively. From the studies conducted, there is hardly any study regarding the influence of personal branding on organization performance. To the best of the researcher's knowledge there was very limited empirical evidence on the influence of personal branding on organization performance. This study sought to fill the knowledge gap by assessing the influence of personal branding on organizational performance in the affluent banking industry in Kenya.

Objectives of the Study

The general objective of the study was to determine the impact of personal branding on organizational performance in the affluent banking industry in Kenya. The specific objectives were;

- To determine the impact of image on organizational performance in the affluent banking industry in Kenya.
- To determine the impact of career development on organizational performance in the affluent banking industry in Kenya.

LITERATURE REVIEW

Theoretical review

Self-Efficacy Theory

In 1981, Hackett and Betz developed a theory of career self-efficacy by applying the concept of self-efficacy to career-related behaviors. A career can be defined as the combination and sequence of work roles that a person experiences throughout their lifetime (Super, 1980). Career self-efficacy on the other hand, can be defined as people's judgments of their abilities to perform career behaviors in relation to career development, choice, and adjustment (Anderson & Betz, 2001; Niles & Sowa, 1992). Career self-efficacy provides important information relevant to understanding the complex career development process (Niles & Sowa, 1992).

Career self-efficacy beliefs can lead to avoidance of or motivation toward career behaviors (Betz & Taylor, 2001). Low career self-efficacy can cause people to procrastinate making career decisions, and may delay them from following through with a decision once it has been made (Betz, 1992). Even if a low career self-efficacy belief is based on a realistic and accurate assessment of an individual's capabilities or past experiences, it often leads to a lack of full awareness of his or her potential to successfully pursue different careers (Betz & Hackett, 1981). On the other hand, those who have high career self-efficacy tend to visualize success for themselves and seek positive support and outcomes for their career ambitions (Bandura, 1993). In general, the higher the career self-efficacy, the greater the career goals and challenges people will set for themselves, and the stronger their

commitment will be to them (Bandura, 1993, 1997). As a result, low career self-efficacy beliefs should be challenged and improved, whereas high career self-efficacy should be supported and reinforced.

Additionally, career self-efficacy is considered essential to successful job performance, and can greatly influence work behaviors regardless of knowledge and skill (Bandura, 1986). Nesdale and Pinter (2000) found that across diverse cultures career self-efficacy was a significant predictor of an individual's ability to continually find employment. Career self-efficacy has also been found to be one of the best predictors of many beginning career behaviors, such as job searching (Niles & Sowa, 1992). Past research has found that career self-efficacy beliefs do indeed have a strong influence on career exploration and employment outcomes.

An integrated Theory

Rather than promoting the convergence of tenets from different theoretical approaches, Chen (2003) suggested "integration" as a way of building bridges between theories, in an effort to preserve the distinct and valuable viewpoints offered by the positivist and constructivist schools of thought. His model represented the first attempt by a theorist to identify common themes and complementary ideas across the theoretical divide, representing an optimal and creative alternative of theory development and enrichment in the realm of career psychology (Earl, 2005). Chen's three perspectives for integration: career as self-realization; career as a reflection of growing experiences; and career as context conceptualization, bring together components from all three historical waves of theoretical ideology. The first perspective Chen (2003) offered, the notion of understanding career as self-realization, highlighted the importance of knowing oneself within life-career. The self, and self-realization, have been prevalent themes within both the positivist/objectivist and social

constructivist realms of thought. The key constructs of narrative and the biographical process are highlighted again in Chen's (2003) second perspective on theory integration: career as a reflection of growing experiences. Life-career as a narrative process is a key notion within constructivism. Chen wrote, "To live means to continuously compose stories, as long as one's life journey continues" (p. 208). Narratives are dynamic and ever evolving. Fuelled by the resources that life-career experiences offer, new information is incorporated into existing stories and spurs the generation of new stories. Chen argued that career development is "...a cycle of narrative evolution," (p. 209) with past and present being organized into story and serving as information that individuals may reference towards the development of their dreams for the future. In counselling, the utilization of the constructivist notion of narrative as an evolving framework allows for the successful inclusion of objectivist/positivist theoretical tenets. Many constructivist theorists have highlighted the importance of context in life-career development (Collins & Young, 1992; Peavy, 1993, 1996, 1997; Savickas, 1993, 1995a, 1995b, 1997). Meaning making itself relies on information gleaned from context in order to facilitate understanding of experience and action (Chen, 2003). Essentially, individuals' understandings of their worlds are shaped by the contextual conditions and situations within which their human experiences, and their perceptions of those experiences, are occurring (Chen, 2003). Context comprises a myriad of elements that can influence an individual's thoughts, feelings, and actions. These include: parents and family, other relationships, social and cultural value systems, environment, economics, political climate, and the natural world.

Conceptual Framework

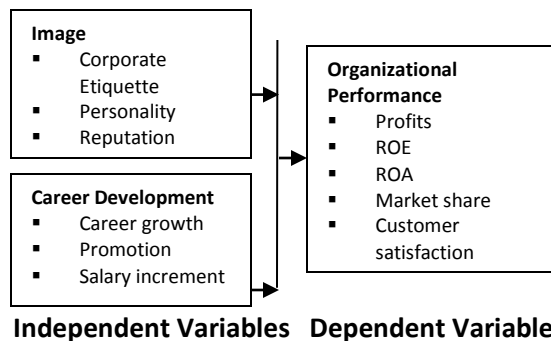


Figure 1: Conceptual framework

Image

Self-image has been defined as the total subjective perception of oneself, including an image of one's body and impressions of one's personality, capabilities, and so on (Coon, 2010). Several other psychologists have said that one's self-image is one's mental picture, one's physical appearance, and the integration of one's experiences, desires, and feelings. Self-identity, a complex multidimensional concept with several components, has been defined as who one is, an integrated image of himself or herself as a unique person, which often includes ethnic identity and what one is as distinguished from other persons, what one knows and believes, what one holds dear and reveres, and what meaning one's existence has (Bernstein, 2011). A good self-image can be built, for example, one's character which routinely leads him/her to convert measurable setbacks into measurable accomplishments. By so doing, one builds self-confidence in one area of great importance to his/her career (Miles, 2013). Today projecting the right corporate image and knowing the dos and don'ts of business etiquette can make all the difference. Employees are a part of physical evidence and brand of the company. Apart from having great products and services; corporate employees' image must be effectively communicated. Perception can be deceiving, but it

is definitely the deciding factor in the subconscious the clients at the first impression (Coon, 2010).

Career Development

A career involves an individually perceived sequence of separate but related positions that a person occupies over time (Hall, 2013; Solomon et al., 2015). This definition views career from the aspect of individual internal focus. Besides internal perception, career also can be analyzed from an organizational or social viewpoint (Kanawaty, 2012). According to Greenhaus, et al. (2013) stated that career development is a continuous process of work life. Career development benefits not only the individual employee, but also the organization. The development of employees for future positions, an organization is assured of a supply of qualified, committed employees to replace the higher-level employ. In addition, a career development practice enables organizations to develop and place employees in positions compatible with their individual career interests, needs, and goals. This promotes employee satisfaction and optimal use of employee abilities. Moreover, career development helps to retain and motivate employees through the career development process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions which in turn come along with promotions and salary increment (Hall and Lorgan, 2009). From the psychological perspective, career development can be defined as “the formation of a work identity or progression of career decisions and/or events as influenced by life or work experience, education, on-the-job training, or other factors.” (American Psychological Association, 2011). According to Patton and McMahon (2006), career development can be divided into two aspects: content and process. Similar to the internal career, the content-oriented career development refers to employee intrinsic motivation in improving their works, such as interests and values. By contrast, the process-

related career development is similar to the external career. The process-related career development refers to interaction and change of career over time, such as position and status (Patton & McMahon, 2006).

Empirical Review

Kariuki (2015) conducted a study on the impact of brand image on customer satisfaction in major supermarkets in Nairobi County. The research design was descriptive survey of the large supermarkets operating in Nairobi. The population of the study was 15 large supermarkets operating in Nairobi. The study established that customers were satisfied with the reasonable prices, location and availability of products. Waitthaka (2014) conducted a study on corporate identity management practices, organizational characteristics, corporate image and brand performance of Kenyan Universities. A descriptive cross-sectional survey was used. The results of the study revealed a statistically significant relationship between corporate identity management practices and brand performance which was mediated by Corporate Image and moderated by Organizational Characteristics. Kipturgo (2013) investigated the strategic role of branding in building competitive advantage at Kenya wine agencies limited. In assessing the holistic view of strategic role of branding in building competitive advantage, emphasis was made to the brand itself, rather than simply the product. Wambua (2013) investigated the corporate image strategies adopted by major media houses in Kenya. The findings of the study indicated that some of the best, most effective, and most preferred and proven corporate image strategies within the media industry are: Product Differentiation and Image Differentiation, Branding and Corporate Communication, and Effective Management of Corporate Identity and Culture. Kelly, (2012) conducted a study on career development practices among commercial banks in

Kenya. The study adopted a cross sectional census design and primary data was collected using questionnaire. The study established that there are several career development practices that are evident among commercial banks in Kenya. Ngetuny, (202) investigated the challenges faced by female employees in career development at Chemelil sugar company Kenya. The findings of the study were that the major challenges faced by female employees in career development at Chemelil Sugar were: education and training, lack of mentors, lack of access to informal networks and gender based discrimination. Kemboi, (2014) investigated the perceived effect of career development practices on employee retention at the Kenya post office savings bank. The study used cross sectional descriptive design. The study found out that there are different career development practices that are being practiced in POST BANK. Angogo (2016) conducted a study on the influence of organizational politics on career development among administrative staff in public universities: a case of the university of Eldoret, Kenya. A case study research design was adopted for the study. Results indicated that majority of the respondents agreed that patronage (ethnicity, tribalism, favoritism and biasness) was practiced at UOE.

METHODOLOGY

The study was conducted using descriptive survey design. Descriptive survey research obtains information that describes existing phenomena by asking individuals about their perceptions, attitudes, behavior or values (Mugenda & Mugenda, 2009). Descriptive survey design is one that allows a researcher to collect information

through interviewing or administering a questionnaire to a representative sample drawn from the target population (Orodho, 2008). The study targeted the all the commercial banks with affluent banking. These comprise of all the tier II commercial banks. The unit of observation of this study was therefore the 20 commercial banks with affluent banking. The study was a census survey where all the affluent banking managers, human resource managers and financial managers in the 20 commercial banks were purposively selected which formed the unit of analysis of the study. The study thus had 60 respondents. The study collected data using questionnaire. The researcher personally administered the questionnaires to the respondents. Descriptive and inferential statistics were used to analyze the data.

FINDINGS AND DISCUSSION

The study sampled 60 respondents from which 53 filled in and returned the questionnaires making a response rate of 88.3%. From the study findings, most of the respondents (49.1%) had served for 5-10 years, 26.4% for above 10 years, 18.9% for 1-5 years while 5.7% indicated they had served in the organization for less than 1 year. This implied that majority of the respondents had served in the organization for adequate time to have been well informed on the influence of personal branding on the organization performance. Most of the respondents (49.1%) had Masters Level of education, 39.6% had Bachelor's degree, 7.5% had PhD while 3.8% had diploma as their highest level of education. This implied that all the respondents were well educated to understand and respond to the questions from the study.

Effect of Personal Image on organizational performance

Table 1: Statement relating to the influence of personal image on organization performance

Statements	Mean	Standard deviation
I display professional manners for customers which creates an impression that helps the banks' profitability	3.698	0.37
Corporate etiquette helps the organization get trust and appreciation from others	3.868	0.41
My Personal image portrays the social performance of the organization	3.811	0.57
Employees determine corporate's image which attract people to learn about the organization's culture and in-turn lead to increase in sales	3.906	0.45
Proper etiquette creates and add value to its services in order to maintain customer relationships.	3.698	0.52
A good reputation for high quality means increase in the number of satisfied or delighted customers which invariably leads to increased profits	3.755	0.55

The study requested the respondents to indicate their level of agreement with the statement relating to the influence of personal image on organization performance. From the study findings, majority of the respondents agreed that employees determine corporate's image which attract people to learn about the organization's culture and in-turn lead to increase in sales as shown by a mean of 3.906 and a standard deviation of 0.45. The respondents agreed that corporate etiquette helps the organization get trust and appreciation from others shown by a mean of 3.868 and a standard deviation of 0.41. The respondents also agreed that their personal image portrays the social performance of the organization as shown by a mean of 3.811 and a standard deviation of 0.57. The respondents further agreed that a good reputation for high quality means increase in the number of satisfied or delighted customers which invariably leads to increased profits as shown by a mean of 3.755 standard deviation of 0.55. The respondents finally agreed

that they display professional manners for customers which creates an impression that helps the banks' profitability and that proper etiquette creates and add value to its services in order to maintain customer relationships as shown by mean of 3.698 and standard deviation of 0.37 and 0.52 respectively. Similarly Coon, (2010) revealed that corporate's image attracts customers and in-turn lead to increase in sales.

The study further sought to find out how else image influenced the performance of the organization. The respondents indicated that their image enabled customers to develop a positive perception of the organization thus increasing the customers which ensure that profits increase. They further indicated that their image was an effective promotional and marketing tool. The findings concur with (Miles, 2013) who depicted that an image was a key determinant of customers perception of a business while a good reputation for high quality transforms to increased sales and profits.

Effect of Career Development on Organization Performance

Table 2: Statement relating to the influence of career development on organizational performance

Statements	Mean	Standard deviation
The organization develops and place employees in positions compatible with their individual career interests	3.906	0.41
My career growth in the organization enhances my commitment in the organization	4.019	0.43
I have developed my career in the organization and increased my salary	3.981	0.46
Career development practice enables the organization to have qualified and performing employees	3.962	0.46
Career development helps to retain and motivate employees through the career development process	3.925	0.45
Employees are assisted in setting realistic goals and to develop the required skills and abilities for my tasks	3.943	0.45

The study requested the respondents to indicate their level of agreement on the statements relating to the effect of career growth on organization performance. From the study findings, majority of the respondents agreed that their career growth in the organization enhanced their commitment in the organization as shown by a mean of 4.019 and that they have developed their career in the organization and increased their salary as shown by a mean of 3.981. The respondents also agreed that career development practice enables the organization to have qualified and performing employees as shown by a mean of 3.962 and that employees were assisted in setting realistic goals and to develop the required skills and abilities for their tasks as shown by a mean of 3.943. The respondents further agreed that career development helps to retain and motivate employees through the career development

process and that the organization develops and place employees in positions compatible with their individual career interests as shown by a mean of 3.925 and 3.906 respectively. Greenhaus, et al. (2013) stated that career development benefits not only the individual employee, but also the organization. Career development for employees is useful for future positions and an organization is assured of a supply of qualified, committed employees for better performance.

The study sought to find out how else career development influenced the performance of the organization. The respondents indicated that career development developed their capacity and capability which had a fundamental impact on efficiency, effectiveness, morale and profitability of the organization. Career development ensured they achieve optimum performance both in the present and the future.

Regression Analysis

Model Summary

Table 2: Regression analysis Model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.675 ^a	.456	.449		.24212

a. Predictors: (Constant), image and career development

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variables: From the findings in the above table the value of adjusted R squared was 0.456 an indication that there was variation of 45.6 percent on organization performance due to changes in image and career development at 95 percent confidence interval. This shows that 45.6 percent changes in organization performance could be accounted to changes in changes in image and career development. R is the correlation coefficient which

shows the relationship between the study variables, from the findings shown in the table above there was a positive relationship between the study variables as shown by 0.675. The findings revealed that there was a positive relationship between personal branding and organization performance. Similarly Whitmore (2015) opines that personal brands affect business reputations as much as they do professional careers since professionals will think of individuals first whenever new business opportunities arise.

ANOVA Analysis

Table 3: ANOVA Analysis

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.052	2	18.526	13.019	.000b
	Residual	71.15	50	1.423		
	Total	108.202	52			

From the table above, the processed data, which was the population parameters, had a significance level of 000% which showed that the data was ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The F critical at 5% level of

significance, 2 d.f, 50 d.f was 3.183 while F calculated was 13.019, since F calculated is greater than the F critical (value = 3.183), this shows that the overall model was significant. Pandya, (2010) contends that when F calculated is greater than the F critical the ANOVA model is significance.

Coefficients

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	1.143	0.272		4.202	.000
Image	0.702	0.174	0.611	4.034	.000
Career Development	0.691	0.163	0.610	4.239	.000

$$Y_i = 1.143 + 0.702 X_1 + 0.691 X_5 + \epsilon$$

From the regression equation above it was found that holding image and career development to a constant zero, organizational performance would be 1.143. A unit increase in image would lead to increase in organizational performance by 0.702 units and a unit increase in career development would lead to increase in organizational performance by 0.691 units. At 5% level of significance and 95% level of confidence, all the variables were significant ($p < 0.05$). The regression analysis findings reveal that there is a relationship between personal branding and organization performance. The findings concur with Schawbel (2015) who posit that it is critical for individuals to cultivate their personal brands to enjoy professional success which translates to organization performance. According to Armstrong (2008) personal branding is of great importance to both the individual employee and the organization.

SUMMARY CONCLUSION AND RECOMMENDATION

Regarding the influence of personal image on organization performance, the study found that employees determine corporate's image which attract people to learn about the organization's culture and in-turn lead to increase in sales. Corporate etiquette helps the organization get trust and appreciation from others. The employees' personal image portrays the social performance of the organization. The study further found that a

good reputation for high quality means increase in the number of satisfied or delighted customers which invariably leads to increased profits.

The study also found that employees they display professional manners for customers which creates an impression that helps the banks' profitability and that proper etiquette creates and add value to its services in order to maintain customer relationships. The employees' image enables customers to develop a positive perception of the organization thus increasing the customers which ensure that profits increase. The image is an effective promotional and marketing tool.

The study established that employees' career growth in the organization enhances their commitment in the organization and they have developed their career in the organization and increased their salary. The study also found that career development practice enables the organization to have qualified and performing employees. The employees are assisted in setting realistic goals and to develop the required skills and abilities for their tasks.

The employees' career development helps to retain and motivate employees through the career development process and that the organization develops and place employees in positions compatible with their individual career interests. Career development develops their capacity and

capability which has a fundamental impact on efficiency, effectiveness, morale and profitability of the organization. Career development ensures they achieve optimum performance both in the present and the future.

Conclusion

The study concluded that personal image affected organization performance. An organizations' employees determined corporate's image which attracted people to learn about the organization's culture and in-turn lead to increase in sales. Corporate etiquette helps the organization get trust and appreciation from others while employees' personal image portrays the social performance of the organization. Employees display professional manners for customers which creates an impression that helps the banks' profitability and that proper etiquette creates and add value to its services in order to maintain customer relationships. The employees' image enables customers to develop a positive perception of the organization thus increasing the customers which ensure that profits increase.

The study concluded that career development affected organization performance. Employees' career growth in the organization enhanced their commitment in the organization and they had developed their career in the organization and increased their salary. Career development practice enabled the organization to have qualified and performing employees. The employees were assisted in setting realistic goals and to develop the

References

- American Psychological Association. (2011). *Thesaurus of psychological index terms*. Washington, DC: Author
- Angogo, F. (2016). The influence of organizational politics on career development among administrative staff in public universities: a case of the University of Eldoret, Kenya. Unpublished MBA project Jomo Kenyatta University of Agriculture and Technology.

required skills and abilities for their tasks. Career development developed their capacity and capability which had a fundamental impact on efficiency, effectiveness, morale and profitability of the organization.

Recommendations

The study recommended that employees should build a good reputation through their image to build a service culture, which puts the customer first and encouraged employees to find creative ways to meet a customer's need. A good reputation would increase the number of satisfied or delighted customers which leads to increased profits.

Career development had been found to affect organization performance. The study recommended that individuals and organization should all strive to facilitate career development. For the organization, career development reduces employees' turnover hence reducing the costs of hiring. Career development will develop the employees' capacity and capability which will translate to a better performing organization.

Suggestions for Further Research

The study focused on the influence of personal branding on organizational performance in the affluent banking industry in Kenya. Having been limited only to the affluent banking industry which is 50% of the commercial banks, there is need to conduct a similar study on the other commercial banks to determine the influence of personal branding on organization performance.

- Armstrong, M. (2008). *Strategic Human Resource Management: A Guide to Action*, 4TH:India, Replika Press Pvt Ltd.
- Bandura, A. (1993). Perceived self-efficacy in cognitive development and functioning. *Educational Psychologist*, 28, 117-148.
- Barnett, C. (2010). Managing your personal 'brand' online. *Quill*, 98(2), 23.
- Betz, N. E., & Hackett, G. (1981). The relationship of career-related self-efficacy expectations to perceived career options in college women and men. *Journal of Counseling Psychology*, 28, 399-410.
- Chen, C. P. (2003). Integrating perspectives in career development theory and practice. *The Career Development Quarterly*, 51(3), 203-216.
- Collin, A., & Young, R. A. (1992). Constructing career through narrative and context: An interpretative perspective. In R. A. Young & A. Collin (Eds.), *Interpreting career: Hermeneutical studies of lives in context* (pp. 1–12). Westport, CT: Praeger.
- Coon, D. (2010). *Essentials of Psychology*, 6th ed. Los Angeles, West Publishing Co. 1994; 471.
- Deva, R. (2017) *Strategic personal branding—And how it pays off*; Elsevier Inc.
- Dolak, D. (2008). Building a Strong Brand: Brands and Branding Basics. Retrieved from <http://www.davedolak.com/articles/dolak4.ht>
- Earl, J. & Bright, J. (2004). The Impact of Work Quality and Quantity on the Development of Career Decision Status. *Australian Journal of Career Development*, 13 (1), 15-22.
- Everett, L. (2008). Corporate marketing taking control of 'Brand Me'. *Accountancy Ireland*, 40(3), 53-54.
- Ghodeswar, M., B. (2008). Building brand identity in competitive markets: a conceptual model. *Journal of product & brand management*, 17(1), 4 – 12
- Graham H.T and Bennett R. (2011) *Human Resources Management, 8th Edition*, The M & E Handbook Series, Longman Group UK Ltd, London
- Greenhaus, J.G., Callanan, G.A., & Godshalk, V.M. (2013). *Career management*. (3rd ed.). New York: The Dryden Press.
- Hall, D. T. (2013). *Career in organizations*. Glenview, IL: Scott, Foresman.
- Jackinda, W. (2016). Effect of Brand Extension Strategies on the Brand Image among Commercial Banks in Kenya. Unpublished MBA project, University of Nairobi.
- Kaputa, C. (2005). *U R a brand!: how smart people brand themselves for business success*. Mountain View, CA: Davis-Black Publishing

- Kelly, F. (2012) Career development practices among commercial banks in Kenya. Unpublished MBA project, University of Nairobi.
- Kemboi, P. (2014). The perceived effect of career development practices on employee retention at the Kenya post office savings bank Unpublished MBA project University of Nairobi.
- Labrecque, L., Markos, E., & Milne, G. (2011). Online personal branding: Processes, challenges, and implications. *Journal of Interactive Marketing*, 25(1), 37-50
- Miles, L. (2013). Self-image, Identity & the Tools of Personal Branding. *Psych Central*. Retrieved on July 14, 2017, from <https://psychcentral.com/blog/archives/2013/07/10/self-image-identity-the-tools-of-personal-branding/>
- Morton, R. (2012). Bringing Your Personal Brand to Life. *Healthcare Executive*, 27(1), 70, 72-73.
- Mugenda, & Mugenda, (2009). Research methods; Quantitative and qualitative approach. Nairobi: Acts Press.
- Mutinda, J. (2011). Brand personality influence on brand choice: the case of televisions in University of Nairobi MBA students. Unpublished MBA project, University of Nairobi.
- Ndung'u, N. (2014). *Financial sector contributions towards vision 2030 goals* Nairobi, 20 November 2014. Retrieved from <http://www.bis.org/review/r141208c.htm>
- Nesdale, D., & Pinter, K. (2000). Self-efficacy and job-seeking activities in unemployed ethnic youth. *Journal of Social Psychology*, 140, 608-614.
- Niles, S. G., & Sowa, C. J. (1992). Mapping the nomological network of career self-efficacy. *Career Development Quarterly*, 41, 13-22.
- Noble, C., Bentley, J., Campbell, D., & Singh, J. (2010). In search of eminence: A personal brand-building perspective on the achievement of scholarly prominence in marketing. *Journal of Marketing Education*, 32(3), 314-327.
- Orodho, J.A. (2008). *Elements of Education and Social Science Research Methods*. Nairobi: Masola Publishers.
- Schwabell, D. (2010). *Me 2.0: 4 steps to building your future*. New York: Kaplan Publishing
- Schwabell, D. (2015). Developing Your Personal Brand in the Workplace, <http://careeradvice.monster.com/in-the-office/workplace-issues/personal-brand-at-work/article.aspx>
- Sills, J. (2011). Becoming your own brand. *Psychology Today*, 41(1), 62-63.
- Torrington, D and Hall, L (2012). *Personnel Management: A New Approach*, Prentice Hall International, London.
- Wambua, K (2013). Corporate image strategies adopted by major media houses in Kenya Unpublished MBA project University of Nairobi.