

Organizations Communication of Corporate Identity Elements to Employees in Kenya

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Abstract

This article highlights the channels organizations employ in communicating Corporate Identity (CI) elements to employees. Organizations have CI structures which act as navigators in achieving their goals and realizing their dreams, employees are expected to interpret these corporate identity symbols and statements correctly. However, there is a disparity in the development, communication, interpretation and implementation of the CI elements. As the organizations do these employees are assumed to be communicated and aware of the corporate identity. This article is based on a study carried out in one of the state agency in Kenya in which its key objective was to find out why there is disconnect in development of Corporate Identity (CI) structures by the management and the interpretation of these elements by employees. The study adopted qualitative research approach and the research method was case study. The population of the entire research site was four hundred (400) employees. The sampling technique adopted was purposive and the sample size was 20 participants, comprising of 2 managers, 3 middle level managers (supervisors) and 15 lower cadre employees. The data generation technique was interviews schedules. The data was analyzed thematically. The key finding was that the organization had channels of communication but communication flow on CI elements was not balanced in the organization resulting to employees not interpreting CI elements. The study concludes that interpretation of CI elements in the organization was still minimal. This study recommends the review on organization channels of communication on CI to enhance communication flow.

Keywords: organization, communication, Corporate Identity, elements, employees

1. Introduction

All organizations are unique and have an identity which is embedded in CI elements. This identity must be defined and should communicate the bigger picture of the organization to both employees and external customers. The CI elements have to be so comprehensible to guide employees on enhancing the corporate image and reputation of the organization.

The identity of the organization is not just a motto, symbol or a collection of phrases but it must be visible, tangible evident that employees can embrace, interpret and portray in everything that the organization is undertaking to enhance its image.

Every organization has its identity in form of symbols and descriptive statements displayed in strategic position in the organization and at their websites. This is how the management desires to communicate and make the organization known. Some of these symbols and descriptive statements are coined and presented in simple ways while others are complex. However, the employees' interpretation of these elements may be different from that of the management. CI of an organization signifies that it is there to stay and gives both internal and external customers a sense of trust and unity among the management and employees in the organization.

Currently, organizations are putting their focus on projecting good image through CI elements. Attractive and strong CI aligns organizations and its employees with marketing avenues for its products and services and as a brand, Hatch (1993) argued that employees in organizations use assumptions to interpret and give meaning to symbols that are exposed during interpretation and may be influenced by new symbols.

Organization have different symbols such as logos, colours, flags, the vision, mission and core values that are well stated which are placed in strategic positions or printed as footnotes in the letterheads business cards, news releases, cartons, labels, business cards, building designs, interior, uniforms, curtains or other documents defining the organization Van & Fombrum (2000). These symbols and descriptive statements are the reason why every employee goes to work every day since they define why the organization exists, where it aims to be and how it will act or behave. The corporate identity is a roadmap to both employer and employees which drives, inspires and motivates them in the organization Balmer & Soenen (1999).

Corporate identity is a subject of concern in every organization which should be considered critically to realize the key objectives of the organization such that the employees are not only aware but interpret, implement and uphold the corporate identity of the organization to replicate in their performance. This is minimal in many organizations, employees view this as a formality, International Standards Organization (ISO) certification requirement and decoration placed strategically in every office in the organization. Therefore, for the organization to achieve its objectives it depends on communication of CI elements, interpretation and implementation by all employees of an organization.

Employees are busy and overwhelmed by day to day work that they forget that the organization has clear and well communicated goals in form of symbols and descriptive statements which are to be interpreted and implemented so that they can project the identity of the organization. Employees are supposed to play their role towards building and promoting a positive image needed by the organization this can be achieved if they incorporate in policy formation stages of initiation, analysis and preparation of programmes for them to be able to project the actual identity of the organization (Dowling 1994).

2. The Problem

Organizations have a mission, vision, core values, objectives and service charters with organization logo and other symbols well stated and some posted on walls, lobby areas, and institutions' hand book among others. These vision, mission, core values and symbols should act as navigators for these organizations to achieve their goals and realize its dreams. However, there is disconnect between the development of the CI structures and their interpretation by employees to benefit the organization (Chege 2009).

Organizations craft their corporate identities that they expect the employees to interpret to attain the organizations strategies. However, according to Ogola (2015) "employees are slapped with corporate identity symbols and statements without rethinking how they will interpret". Many organizations do not consider how employees will actualize the displayed corporate identity but focused on the external publics. Moreover, organizations major interest are vested in the external publics and value so much what will be registered in their minds and how they will interpret the organizations corporate identity. As they do this employees are assumed to understand and interpret the corporate identity appropriately.

Many organizations in developed countries spend fortune of money to develop their identities (Waitaka W. et al 2015) and repositioning their CI targeting the external customers (Knox & Maklan's, 2005) whereas in African countries, they lack funds to enhance their CI. However, in all these the internal publics' interpretation and implementation of the CI are overlooked on this subject such that their interpretation, and replication of the whole idea is not included in the organization's annual budgets.

Employees today are drown in information that is not filtered, prioritized or put into context, so important messages are being lost or simply ignored by an overwhelmed and skeptical workforce (Barton 2014). In addition organization cannot control the context in which their identity is not interpreted by the employees but they believe that, if messages are going out, they are getting through and are well interpreted this is a mistaken belief and perception which is costing the organization in terms of operational excellence and customer service (ibid). This study focuses on employees' interpretation of corporate identity how the organization communicates these aspects to employees.

3. Related Literature

3.3.1 Corporate Identity

Every existing organizations either big or small have an identity which defines who the organization is, its functions and how these functions are performed (Olins 1990). These signify that it is not only the visual designs that defines a corporate identity but combination of designs, communication behaviours, philosophy and culture which are used to create clear corporate identity (ibid). This study focuses on the visual designs symbols and descriptive statements and bringing the concept of interpretation of these by employees of organization. The organization is defined by symbols name, logo, colour and its functions are defined in descriptive statements all these are designed and communicated by the management and employees are supposed to interpret, implement and uphold as intended in the organization.

Organization is defined in different meanings which are coined by the management to allow its publics to describe, remember and relate to it this include logos schemes, colours, vision, mission statements, core values, service charter among others all these are applied by an organization to identify itself to clients and communicate its image (Melewar 2003). Moreover CI is used to refer to the symbolic, emotional and aesthetic meanings organization hold for multiple constituencies (Schultz & Hatch 1997).

CI of the organization is expressed by symbols, names, colors, logos and brands that describe the organization identity in a way that is visible, catchy and comprehensive for both internal and external customers (Olins 1989). CI is described by many elements as presented by scholars but this study concentrated on the visual symbols and descriptive statements that defined the organization, the identification of the organization, not only the corporate logo but also the house style used on the company's letterheads and corporate publication, interior and exterior designs of buildings, staff uniforms and vehicle branding and packaging and products Blythe (2006).

Many signs that are used in defining the identity of an organization are often interpreted in excess of what they originally meant to communicated. This is what makes the interpretation an essential and unavoidable discipline in the meaning production process (Hall, 1999). This study concentrated on this concept and sought to explore the employees' interpretation and implementation of the corporate identity vision, mission, core values

and symbols.

According to Culler (1976) every element encoded with meaning must be meaningfully interpreted by audience and that signs not comprehensibly received and interpreted are not meaningful. The corporate symbols and descriptive statements are encoded with meaning developed by the management which must be decoded by employees and external customers with the right meaning. Adler & Rodman (2003) says that “with physical symbol the place to look for meaning in language is not in the words themselves but rather in the way people make sense of them” Therefore the management should not make assumptions that employees were communicated and interpreted symbols in the same way but successful communication occurs when we negotiate meaning.

According to Balmer & Gray (2000) the corporate identity helps organizations to present themselves to both internal and external stakeholders. Schultz et al (2000) supported the idea by noting that it provides the organization with visibility and makes it easy to be recognized and also symbolizes an organization for external stakeholders hence contributes to its image and reputation.

3.3.2 Communicating CI in Organizations

Communication is a management function for conveying organizations’ unique characteristics in a memorable manner. Employees as the key publics of the organization should perceive the CI of the organization clearly and interpret it accurately for the management strategic objectives to be realized. Communication is a vital concept which the organizations employ in relaying its personality and values to employees and other customers to shape the perception of the organization in the eyes of publics (Munajjed & Sulaiman 2014).

CI is communicated in both open and hidden channels, this is expressing identity through written statements such as vision, mission statements, core values and hidden ways through logos, interior and exterior designs of buildings, staff uniforms and vehicles branding, packing and products (Blythe 2006). In addition, organizations use a combination of verbal and non verbal, written, electronic and digital communication to enhance understanding, control relations transactional analysis and getting feedback (Van Riel 1995) All these channels ought to be communicated and be clear to employees for them to interpret and implement.

Communication of CI elements focus on both internal and external publics and the information projected in those elements should be consistent because if the employees receive varied messages it will portray the organization in a negative way this affects the image of the organization. To complement these employees need to be keen to increase their level of understanding and interpreting these elements so that as they receive proper information they reciprocate the same.

Interior designs communicate, influence clients and employees perception as the organization express its identity through creation of spaces (Munajjed & Sulaiman 2014). Colours convey the CI of organizations, they are unique and each carries meaning in a powerful way which is to be interpreted by its publics. This symbolizes the colour typeface, slogan logo name among others all converge in communicating meaning to employees. Despite the organization choosing different channels to convey CI elements it must ensure it has a unified voice (Fombrum 1996). This unified voice is achieved when both the management and employees are able to read in the same script by interpreting the ideal CI elements and relay them uniformly and consistently.

Products and services of organizations communicate its identity. The symbols such as logo branded in the packaging of the products serve the purpose of communicating CI and enhance organizations visibility they relay information of who the organization, its functions the bigger picture through tangible elements.

The electronic call equipments such as computers and cell phones, written communication such as managerial reports, memos and newsletters print media such as newspapers, magazines, non verbal communication such as symbols and artifacts, new media such as websites, blogs, podcasts, twitter, YouTube, video conferencing among others (Ngugi 2016) serve as channels of convey CI in the organization.

The organization is collection of different publics and each would perceive the CI of the organization differently it is important to accommodate each group accordingly. The channels employed in every organization depend on the targeted publics and uniformity in language, content and design is vital (Balmer & Greyser 2003).

Many organization display descriptive statements and symbols in strategic positions to communicate to both internal and external customers. This study focused on internal customers and its role was to help management maintain strategic decision and to remind employees what the organization was all about (Olins, 1989). Other scholars Klemm & Redfearn (2004) supported that mission statement provide organization direction, strategic planning, leadership and motivation.

Organizations display or publicized descriptive statements in strategic places for PR purpose, to influence suppliers and influence shareholders but internally management use as a guideline when communicating the CI of the organization. Effective communication is a significant factor for the success of any organization because it determines the flow of information from the management to all cadres of employees and this would boost proper and constant functioning and teamwork between all the departments in the organizations.

Organizations employ different channels of communication in the organization to pass its message to employees. According to Blundel & Ippoppito (2008) communication channel was the route or the technology

that was used to convey the message to a receiver. Many organizations make use of many channels which included face-face meetings and conversations, letters, telephones, emails, blogs, reports posters, brochures and video-teleconferences. Messages are encoded in different ways depending of different on the channel is used.

The sense of identity of the organization comes from the way the employees interacted with the CI elements. Others scholars argued that we are most attracted to people who confirm our identity and communication defined who we are likewise defined the organization in terms of symbols and descriptive statements (Varner & Beamer 2011).

In many organizations communication is still underestimated the management perceives that what was very important in the organization was accomplishing everyday duties and meeting the set targets by employees but the importance of communication efficiency would be accepted and reflected in an effort to work out specific communication strategies, mechanism for effective communication.

4. Methodology

This study adopted qualitative research approach. According to Creswell (2009) qualitative research is "a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem". This approach brings out the views and meanings held by the three sets of participants on the concept of CI and able to get their point of views being internal customers of the organization.

Case study research method was employed. Robinson cited (Saunders et al 2000) defines case study as "the development of detailed intensive knowledge about a single case or small number of related cases". This means intensive, descriptive and holistic analysis of a single entity that is the bounded case (Jwan & Ong'ondo 2011).

Many scholars have defined the method differently and the logic behind using a case study method is the possibility of finding information that could not have been discovered if multiple cases had been used (Denscombe 1998). This method generated rich information from the three sets of participants on CI of the organization across a wide range of dimensions achieved through research questions (Daymon & Holloway, 2011)

Qualitative research considers the population and selects specific sample for data source (Given 2008). This study draws its population from the employees of the organization. The sample was from the three levels of employee's two top level managers, three middle level manager (supervisors) and fifteen lower cadre employees. This study chose a relatively small number of participants to conduct in-depth interviews.

Purposive sampling was employed, a technique that allows selecting respondents that provides the required information with respect to the questions of the study. The chosen participants were not representative of the general population rather represents a specific portion. The selected group was known because they had qualities required to assist in the research these were depicted in the categorization of employees in the organization they were classified in three levels the management, middle level, and the lower cadre each category undertakes different roles in the organization on the topic under study this is supported by Aaker, et al (2007)

According to Mugenda (2013) in purposive sampling the researcher must specify the reasons for choosing the particular cases and in this case was to understand the phenomenon and prediction of the same, the selected participants were in a position to give deeper information on the interpretation of CI elements, the three categories of participants each presented diverse perspectives about the interpretation of corporate identity and also the participants were easily accessible as far as the topic was concern (Creswell 2007).

This study generated information through interviews. Oso & Onen (2011) stated that "this is collecting information that cannot be directly observed or are difficult to put down in writing and to capture the meanings beyond words". The face to face in-depth interviews brought full understanding of the views, opinions and attitudes of the participants on interpretation of CI. According to Mugenda G (2013) qualitative research approach "aims to gather in-depth understanding of events, occurrences and behavior and assert that human beings construct their own reality. This study interviewed twenty participants' two top managers, three middle level managers and fifteen lower cadre employees using open-ended semi structure interviews this allows the researcher to employ matters of fact and of the respondent's opinions (Yin, 1994. The interviews aimed at addressing the channels of communicating CI to employees in the organization.

This study focused on this technique to get the opinions and perspectives of research topic from the interviewee and aimed at achieving what the researcher thinks, the attitudes of that person and also to explored the reasons why a person thinks in a particular way or have certain perceptions or attitudes Jwan & On'gondo(2011). In addition Oso & Onen (2011) concurs that interviews are intended to give information that involve participant's thoughts, attitudes and reasons of thinking in a certain way. This study was informed by the views of these authors.

Data analysis employed in this study was thematic analysis strategy. This is the search for themes which were relevant to the research topic whereby large volume of data from interviews was indentified, analyzed and report themes within data (Clarke & Braun 2006). This is done by reading and listing the categories of experiences from the transcribed data and field notes then indentifying all the data that illustrate the categories.

(Jwan & On'gondo 2011). In this case the related categories were combined into themes in which the data was in relation to the research question. This study borrowed from (Jwan & On'gondo 2011) a six point procedure to analyze the data; transcribing the data, re-familiarizing with the data, first phase coding, second phase coding, third phase coding and producing a report

5. THE FINDINGS

The research question sought to find out how the organization communicates elements of CI to its employees. The following are the channels:

5.5.1 CHANNELS

5.5.1.1 Meetings

The organization conveyed CI elements through planning and organized regular meetings to sensitize the lower cadre employees and bring employees together to discuss those elements of the organization. The meetings included the senior managers, staff, join meals meetings, team buildings and field days where employees would be taken through the CI elements to inculcate into them the bigger picture of the organization the vision and mission of the organization. The management was continually communicating and sensitizing lower cadre employees through, displays of CI elements in strategic places, website running adverts in the media to ensure the information was received by all employees and also the external customers. The adverts carry the symbols and descriptive statements that define the organization.

5.5.1.2 Publicity and documentation

The element of publicity is used to communicate to employees on CI aspects in the organization. These comprised of advertisements features, service charters, brochures, booklets, strategic plan, master plan, calendars, pamphlets all carried the identity of the organization in form of symbols and descriptive statements and communicated about the CI of the organization.

However there was lack of feedback as information on CI elements was communicated through those documents it was essential for the management to receive feedback from the employees. Employees would be reading those publications carrying the CI elements and not able to interpret or assign different meaning.

Tools of publicity could be in form of print or electronic media and carried the aspects of CI in terms of symbols and descriptive statements and there is an assumption that as the employees interacted with them they also interpreted, implemented and uphold the elements that defined the image of the organization.

The management displayed elements that defined the organization in strategic places, the visible areas for employees and other customers to access, interpret and identify with the organization. Those symbols of identity displayed are the first impression about the organization and enhanced understanding about the organization in a nutshell.

The organization had displayed the CI elements in strategic position that reminded the employees about the organization and majority agreed that the management was employing the channel. However, participants cited that those elements were displayed because every organization was doing it but employees had not taken their time to understand why the organization had them.

Branding strategy was important in the organization, the management ensured that those elements were displayed strategically made to be part and parcel of employees by not only seeing the elements but interpreting and owning them as branded in the letterheads, corporate uniforms, identity cards and vehicles. These displayed elements of identity were visible in the organization but it was projected that many employees were not able to interpret as per the management ideal interpretation

5.5.1.3 Employees' participation

The management communicated the elements through employees' participation during development of those structures which were later displayed in every office for employees to actualize and own it. However the lower cadre participants revealed that the element of employees' attitude was a barrier in disseminating information, employees didn't care about those elements of identity or even take interest to have a look at them despite being displayed in strategic areas.

The management understood and interpreted the aspects of CI but lower cadre employees were not involved on what was happening in the organization, there was no cascading of the same to them but employees learned by their own if they were interested but what came out was that lower cadre employees had so many of their own issues and did not care of those elements or even learn.

The organization has channels of communicating CI elements to employees. These channels employed in the organization were management initiatives however the dissemination of information at the headquarters and other stations had disparities on how the field employees get the information, others felt disconnected with the management.

5.5.2 Communication Focus

The management was focusing more to the outside customers the assumption was that the employees knew about the CI and what was expected of them. This created a big gap in employees' interpretation of CI and the

management expectations. In addition the management focused on the employees at the headquarters and the communication channels used on disseminating CI elements to employees at field stations was not suitable. The lower cadre employees indicated that they had never been any communication to employees about those elements and the management expects them to employ what was displayed in strategic places.

The lower cadre employees also coined their focus and at the field stations they viewed communication on CI elements as PR show or a function that the organization was undertaking also focused on the department of corporate communication to be responsible in interpreting the elements. When the management came up with corporate attire the employees did not understand the communication that was being disseminated but assumed that the management had bought uniforms to its members of staff. Further, they focused on their duties but not CI aspects in the organization. They report to their duty stations knowing what they were supposed to do. They valued their duties more but about the CI elements most employees found it not their responsibility to interpret them and some did not know what they were in the first place. They were there to achieve their set targets but not on CI elements

5.5.3 Summary of Key Finding

The major key finding was that the organization has communication channels but communication flow on CI elements was not balanced in the organization resulting to employees not interpreting CI elements.

These were established channels of communication to sensitize employees on CI elements and inculcate the bigger picture of the organization in form of symbols and descriptive statements to employees. The management communicates to lower cadre employees on aspects of CI through meetings, publicity and documentations, displays of CI elements in the visible areas of the organization and employees participation.

The possible reasons why communication flow was not balanced were: those channels were appropriate at the headquarters but not accessible at the field stations, not all employees participated in development of CI elements in the organization, lack of feedback mechanism to enhance interpretation and implementation of CI elements, communication focus; management communication focus was on external customers not internal customers, employees focused on daily duties and set targets.

6. Discussion

6.1 Channels of Communicating CI to Employees

This study sought to find out how the organization communicates the aspects of CI to its employees this was in the light of the management developing the CI structures to be interpreted and implemented by employees.

Those channels employed in the organization to sensitize employees on CI elements were appropriate at the headquarters but not accessible at the field stations. The management disseminated information in form of symbols and descriptive statements to inculcate the bigger picture of the organization to the lower cadre employees through various meetings at the headquarters.

This channel brought disparity in balancing communication flow since more information was disseminated to the employees at the headquarters than the employees at the field station thus affecting the interpretation, implementation and upholding of CI elements in the organization.

Implementation of CI element in organizations converges at the management and employees. The organization communicated the CI elements to employees through various modes of communication but those channels were not accessible at the field stations. This was contrary to Balmer & Greyser, (2003) statement that organizations communicate through many channels depending on the targeted publics, it was essential to integrate different corporate communication so that the uniformity in language, content and design is achieved.

The management was continually planning various meetings and field days to sensitize and bring employees together to discuss the CI elements of the organization expressed through symbols and descriptive statements as supported by Munajjed & Sulaiman (2014) that organization communicate CI using different channels to express their identity.

Communication is one of the management techniques for conveying information about the organization in a memorable way. The management presented the bigger picture of the organization to both employees and the outside customers. CI was described in symbols and descriptive statements which employees were to assign meaning however, the lower cadre employees were not able to interpret as intended by the management. Barnlund (1984) stated that communication is "a process that people assign meaning to stimuli in order to make sense of the world".

Organizations globally are continually producing materials that convey clear messages on CI of the organization to enhance the image and reputation of organization. The organization employs publicity and documentation such as adverts, brochures, and posters among others to communicate CI elements to employees. All participants agreed on those channels that they bring the identity of the organization Olins, (1985); Melewar and Saunders, (2000) cited that those materials would be product design, environmental design and other applications such as communication materials, vehicles and corporate clothing. All those efforts were to enhance image of the organization for both internal and external but the interpretation factor was not projected by the

management.

In addition the management objective of the displayed elements of CI in organization was for the customers to access and identify with the organization. Those elements were attractive, catchy and served as the first impression about the organization, were displayed in lobby areas, offices and website. The displays in the website were supported by marketing scholars (Abdulla et al 2013) and organizational scholars (Sillince & Brown 2009) that employees register the same message in their stimuli which will last. However, the lower cadre employees viewed that those elements were displayed as a formality in every organization but employees had not taken time to interpret implement and uphold information disseminated in those symbols and descriptive statements. Moreover, the management displayed those elements at the website which was only accessed by employees at the headquarters and not employees at the field stations.

Consequently, it was one thing to display the elements in the organization and on the other hand the employees' interpretation of those elements. The management assumed the disparity which stalled the efforts of employees' interpretation of those elements but enhanced communication to external customers. Moreover nobody was reading or interested to look at those displayed elements.

Not all employees participated in the development of CI elements in the organization. The management disseminates CI elements to employees through participation during some stages of development at the headquarters whereas at the field station the regional managers participated but not the lower cadre employees that affected communication flow. The organization had well established channels of communication and the lower cadre employees had an opportunity to interpret those aspects of CI. However their attitude on disseminated information on CI was negative they felt forgotten and not part of the team of implementing the identity of the organization. The employees had a don't care culture which differed from what Cameron & Quinn (2006) wrote that organizational culture creates a "collective identity" so that employees know "how they do things" and "how to get job done".

The employees were not identifying with the organization. The spirit of teamwork between the management and employees was not visible. The management concentration was geared towards development of the CI elements and not involving employees, the interpretation and implementation was a challenge in the organization. However, according to Stuart (2002) the more employees identify with the organization the more stable and consistent the identity becomes and the more employees are likely to uphold that identity in their action. This scholar is supported by Newcomb's theory that discusses the aspect of balance or equilibrium as the management and employees interact on CI elements they will maintain the balance.

The other reason that brought unbalanced flow of communication on these elements was communication pattern of the organization on CI elements was top down there was no feedback. Lower cadre employees felt that they were forgotten and the management was not involving them on what was going on in the organization or cascading the interpretation of CI elements from top to down but those interested struggled to learn and perceived the whole concept as management issues. Trehmon (2001) concurs with employees that if they don't receive enough information to their jobs they feel buried under a mass of forms, letters, memos, bulletin reports and emails.

The other reason that affected communication flow as projected in the study indicated that management communication focus and efforts were leaning towards the outside customers. As the management was striving to communicate through various channels the focus and efforts was not towards employees. The assumption was that the employees knew about the CI elements and were able to interpret, implement and uphold those elements but they were not in the picture. This was contrary to views of (Fombrun 1996) that regardless of how an organization communicates it must ensure the unified voice.

Management communication focus concentrated on head office employees than the field station employees. The communication channels employed were not clear and convenient to field stations. Corporate identity information according to the lower cadre participants at the field station did not concern the employees and communication on those elements was a PR function, a PR show and not of value to them they felt forgotten and not part of the organization. This was contrary to the management ideal focus.

Communication is about balancing the purpose of the message and targeted audience. As the management focuses on the outside customers, the employees focused on their duties and set targets but not CI aspects in the organization. Majority did not know that those elements exist and it was their responsibility to interpret, implement and uphold however they were there to achieve their targets but not to interpret CI elements. The lower cadre employees associated any information about CI to relevant department in the organization and their attitude towards CI elements was negative such that as the management strived to communicate they had closed mind.

Consequently there was lack of feedback as information on CI elements was communicated through various channels the management had not developed feedback structures to enable employees give their understanding or suggestions on the CI elements. According to Culler (1976) the messages of CI elements encoded with meaning must be meaningfully interpreted by audience and that signs not comprehensibly received and

interpreted are not meaningful.

Communication is very essential in any organization and with many established channels of communication in the organization if CI elements were not well received by lower cadre employees this directly will affect its interpretation and implementation.

7. The Way Forward

The CI in the organization is embedded in CI elements, the lower cadre employees were not able to interpret, implement and uphold since the established channels were not clear and convenient for field station employees there was no room for feedback and communication flow was not clear. The organization communication pattern despite of being top-down the focus was on the external customers whereas the lower cadre employees formed their focus all these created disparity on interpretation of CI elements. In view of these the study concludes that the channels of communicating CI elements were not balanced to support both employees at the headquarters and field station and also management focus was not balance leaned towards the external customers.

The management should undertake review on organization channels of communication on CI to enhance communication flow and support both employees at the head office and field stations. Despite of the established channels it is practical to review and check its efficiency since communication is evolving and the bigger population of the lower cadre employee are situated at the field stations.

The management should develop feedback mechanism or institute formal structures of relaying information from bottom-up in the organization to boost interpretation and implementation of CI elements. Communication process to be complete it has to convey feedback and the organization was employing top-down pattern of communication in conveying CI which limits the feedback aspect.

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