

Corporate Identity Management and Performance of Organization in Public and Private Sector of Pakistan

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Abstract

Corporate Identity is commanding belief of business organization defined through its vision statement and its creativity index. It is serendipitous of corporate entities. It is determined by both factors of financial and non-financial values as its scale is built on image and reputation. The research methodology was based on public survey gathered through sampling technique of Proportionate Stratified Random Sampling. Public and Private sectors simultaneously included in our domain of research. Questions focused on those various ingredients, which make up the identity value as corporate truth which included eight facets of Corporate Identity Management (Namely, Corporate Communication, Behavior Significance, Corporate Design, Corporate Strategy, Corporate Culture, Corporate Structure, Industry Strategy and Products and Services) with respect to their demographic profile. Similarly, Organization Performance is determined by three constituent pillars i.e. Open-Internal Model, Human Relations Model and Rational Model. Sample testing was done with the help of Proportionate Stratified Random Sampling method. Questionnaires format included 63 questions. Out of 830 respondents, 430 participants returned the questionnaire. Hence response rate is over 51.8%. Data was processed as per prescribed statistical tools. The conclusion is very optimistic. Results do bear close nexus between Corporate Identity and Performance of organization.

Keywords: Corporate Identity, Organization Performance, Serendipitous, Proportionate Stratified Random Sampling, Variables, Respondents, Statistical Tools, Vision statement

Introduction

The term identity is not a merely word but this concept is associated with many characteristics through that an object or a person can be recognized. The truth of identity is directly established to define individuality of business organization by identity. For bringing greater understanding about the individual identity at a deeper and higher level, we happily rely on many factors such as style of speech, mode of behavior and social mannerisms. Individuality is evolved from features

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of extraordinary composition and performance and they are determined by the core competencies possessed by an organization (Markwick & Fill, 1997).

The concept of corporate identity is not too much old, it is a relatively new its gain the status of managerial reality with the rise of globalization. The corporate identity didn't received much interest and intention by management experts, corporate scholars and practitioners until Ackerman in 1989 introduced the concept of corporate identity strategies that give trigger to new features of uniqueness. Management experts coming from both academic and business backgrounds, have shown increased interests in corporate identity significantly over the last three decades. Business organizations have started realizing that a strong identity cultivation is extremely essential to bring it in alignment with the global and domestic markets , to promote investment, to add motivation among employees so that it could serve as instrumental mechanism to distinguish the products as well as services (Woodruffe-Burton & Wakenshaw, 2011). Thus, there are many organizations that are always striving to cultivate extraordinary features of distinct and recognizable identity with its scintillating features. There are certain traits which contribute towards to development of corporate identity and such traits of high values invariably and conclusively promote repute for good quality of services and goods, a smartnon-financial and financial performance, a friendly working environment in organizations, which ultimately lead towards cultivation of a distinction which tend to bring recognition through cherished standards of environmental and social responsibility (Einwiller and Will, 2012).

While reviewing the literature it has been observed that thirty scholars, management experts, and other practitioners had participated through several ways and means in projecting the corporate identity over the last 16 years. The essence of knowledge and information so far available is limited only to its qualitative aspects; the discipline is still undergoing a lot of alterations and being treated by professional students as explanatory in its nature. Its utility and functional features have yet to be evolved, as the thinking of the management experts happens to attain more and more clarity and maturity.

Theoretical models based on some hard experiences are available with us for projecting corporate identity. A little empirical study has been carried out and many management experts too are regarding that as an initial exercise. Practical experience so far in this domain is very limited. The management experts and academics in the marketing and management disciplines have begun to add many new thoughts and ideas through their research works and written documents and seminars.

Gap has been identified through the discovery of nexus established between corporate identities with its eight dimensions as indicated. Its definite impact exists with the performance level of organization. Corporate Identity is the basic philosophy of the organization, which is expressed through its vision statement. Identity is a social psychological phenomenon, which is built with several behavioral and functional features. It provokes a special kind of association with its followers through its aesthetic and as well other functional features demonstration. Hence the aesthetic concept is equally important for establishing Corporate Identity through its Visual demonstration (Bravo, Matute & Pina, 2016).

In Pakistan, the Corporate Identity Management (CIM) culture has just made a small beginning in domestic corporate market under the impacts of growing waves of globalization. Quality consciousness, authenticity and reliability in products and services have made some additions in existing corporate culture and its working style; but the environment it requires for cultivation is still in its stage of infancy. Only few researchers have explored corporate identification management strategies in recent years (Arendtw & Brettel, 2010; Simões et al., 2005).

Corporate Identity management is influencing our industrial as well as the service sector. Entertainment and banking sector has managed to create some distinction through absorption of CIM features. Level of awareness with respect to CIM has grown among the new generations of our corporate world. Modern university curriculums have also contributed in this direction towards the emergence of this new movement of management. There are no industrial organization in Pakistan which has been transformed on the professional lines given by CIM. The construct of CIM is based upon Corporate Communication (CC), Corporate Design (CD), Corporate Culture (CCu), Corporate Behavior (CB), Corporate Structure (CS), Industry Identity (II), and Corporate Strategy (CSt) and Products & Services (PS). The constructs of the OP are based upon Open-internal Model, Human Relations Model and Rational Model. In the light of above discussion and various studies launched into the existing corporate identity models; the prospect of the relationship between CIM and Organizational Performance (OP) appears to be quite close and deeply interconnected but as referred above, this nexus has never been explored through prescribed method of research and investigation, hence the utility of CIM remained unnoticed in the eyes of our management experts and corporate leaders. The existing study focuses on effort in bridging the gaps in our existing available literature as are being noticed in our corporate world.

The objective of study is to provide mechanism for discovery of Corporate Identity force which is evolved from every empirical body as sum total of all its qualities and contributes in the growth and expansion of this body and its influence through the minimization of its resistance both in its internal and external environment. It is Elan Vital of every organization that drives a business organization through high efficiency and output and would continue to do so until stopped by opposing forces. There are several dimensions on which operation, performance and its high efficiency rests and deliver unity and authenticity and creativity to the organization to turn it into a global marketable reality. The given study is intended to remove disconnects existing among various stakeholders of corporate world so that modern business organizations could be made more effective and outreaching in their market approaches under the umbrella of corporate identity mechanism.

According to Cornelissen and Elyng (2003), the term corporate identity constructs is required further in-depth study to decipher the concept. In academic research, there are different level by which corporate identity has been associated with organizations. The business environment of Corporate Sector is getting complex with the growing diversity in its professional features, which is mainly arising from the fast changing pattern of technology, human resource management practices, market responses, and competitiveness driven by core competencies. Corporate Identity Management is strategic concept, which requires focused attention on the enhancement of Organizational Performance for winning edge over competing forces.

Corporate Identity Management initiatives have universalized the standard of performance of business organization through its experiential value system like initiatives, Continuity, Creativeness, Distinctions, and Uniqueness. They have been fully explained through critical evaluation in the perspective of global experiences. Its scope is quite wide and contains every important sector of National and International Economy both in local and multi-national organizations. This study has been carried out with the specific purpose to introduce and explain the new concept of Corporate Identity Management whose references and value chain system has brought about a management revolution in important organization like NASA, Honda, and Nokia etc.

The scope of study is to analyze the performance from the perspective of Corporate Identity Management principles and their impacts upon on Organizational Performance. Corporate Identity furnishes the idea of full personality of an organization, which is reflected through the collective and individual behavior of its functionaries and staff and management leadership.

Literature Review

The concept of Corporate Identity is quite new one that has emerged in this decade because of certain paradigms of high performance and creativity established in corporate sector. The concept of Corporate Identity carries deep psychological and social aspects as well. The vision statement of enterprise defines what it stands for and what kind of identity it intends to build. Every body that is associated with enterprise certainly is always curious to know who are he and how the enterprise would satisfy his queries with respect to his want and ideals. In recent years the corporate identity is the keystone of one of the most imperative areas of study in corporate marketing. Corporate identity provides the basis for different new concepts such as corporate brand identity as identified by Balmer in 1998. The vision statement and the actual existence of enterprise that represents the features of vision provide main inspiration and motivation to its beneficiaries who include executives, laborers, etc (Law et al., 2016). The corporate Identity carries strong potential of motivation and shaping the strategy. The corporate Identity is determined in the context of its use (Ashforth and Mael, 1996). Corporate Identity in fact communicates critical values of business organizations. Its creative values such as authenticity, unity, creativity etc. provide means for expansion of its market shares. The exploratory capacities are also multiplied. CIM is being applied as marketing tool for seeking bigger shares in market based on durability of relationship reinforced through good will. CIM is in fact an umbrella concept, which is used by business enterprises with optimizing impacts with respect to its performance outputs (Morison, 1997; Salleh, Wahid & Marimuthu, 2013). Corporate Identity Management (CIM) carry diversified interpretations in its concepts. The constituent factors mainly involve integrated Communication strategy, its designs, and broad framework within which the organization would operate through its new conventions and social practices. All these elements integrate to create a specific identity, which is reflected through collective behavior of organization. The functionaries including management and other stakeholders behave through same page and terminology with similar effects.

According to Kapferer (2012), CIM is the process which directed the activities to achieve delighted customers, increase revenue, reduce cost and empowered employees. Dowling & Otubanjo, (2011) believed that main corporate Identity management problems arise from non-configured functional environment, which determines non-reinforcing working conditions of the organization. Arendt and Brettel (2010), find that constructs like visual identity facilitates employees internalize the

brand, fostering the identification and commitment to it. Hence, it can expect that internal brand management and brand identity are very important elements to boost employees' commitment in the search for greater trust and employee engagement (Burmann and Zeplin, 2009; Punjaisri and Wilson, 2011). The attainment of quality and high standardized outputs depends upon the initiatives and recurring culture of activities in all branches of organization. Firm's assessment of quality, using statistical methods, supplier quality management, competitive benchmarking, and quality information system are important to enhancement of corporate Identity management, which is a kind of social movement driven mostly by aesthetics impulses and deep sense of ownership. Employees' commitment has positive effect by the human resources or the communication process (Punjaisri and Wilson, 2011).

Robin & Webster, (2002) stated that punishment is legal and management concept, which is meant to bring modification in human behavior as part of strategic discipline that, defines values of excellence on the principles of human Ethic. Therefore, many researchers suggest further study of the empirical influence of its management (Blombäck & Ramírez-Pasillas, 2012; Chang, Chiang & Han, 2015). A Plan statement represents formalization of what is expected to be seen based on short and long-term goals. A plan cannot guarantee that an event will actually happen; it is a statement of intention that will happen (Slack, 2015). Punishment is the presentation of an undesirable consequence or the removal of a desirable consequence because of unacceptable behavior, and is regarded as negative motivator as defined by Bertrand Russell (The history of western philosophy, page 89, 1993). Robins & Webster, (2002) suggested that business organization financial gains or other profit-sharing programs furnish strong ground for giving recognition to reward collective excellence of individuals and organizations. On the basis on above discuss we can proposed a hypothesis for our study.

A number of academics and management experts have stressed the links between corporate communication and corporate identity (Cornelissen and Harris, 2011; Van Riel, 2008; Varey and Lewis, 2013). Corporate Communication must follow the pattern of Kekule formula of Benzene structure which is stabilized by clock wise and anti-clockwise movement of its constituent atoms simultaneously (Slack, 2015). Likewise the corporate communication must move up and down from highest tiers down to the lowest tiers of organization simultaneously that first feed with information and directives then receive its feedback on impacts it causes through its given process of communication channel (Sujchaphong, Nguyen & Melewar, 2015).

Corporate communication is a concept in which any particular institute or organization may connect or communicate with its stakeholders. It is manageable and it can be controlled, depending upon its scope given by its management through its visual and verbal expression (Slack, 2015). Communication intentionally instigated by management constitutes a part of corporate policy framework which is meant to give a specific kind of impressions mainly for relationships improvement with stakeholder as controlled corporate communication. Contrariwise, uncontrolled communication exist where organizations influence unintentionally stakeholders' perceptions. Major communication policy is determined by advertising and behavioral cues and symbols which also includes visual and non-visual expression modes (Chang, Chiang & Han, 2015).

Corporate design is a term used to explain the vast number of visual cues and symbols that are associated with a specific organization to define its entity or corporate personality (Melewar and Saunders, 2015). Corporate Visual Identity System (CVIS) is composed of five main elements: the organization's name, slogan, logotype/symbol, color and typography (Dowling, 2008; Saunders and Melewar, 2012; Topalian, 2013, Schein, 2012)). Furthermore, Olins (2013) focuses on the importance of the organizational environment that it shall build both in physical and non-physical forms in expressing the corporate identity. Chang, Chiang & Han, 2015 state that visual identity has two fundamental purposes; firstly, it represents the organization's values and philosophy, and secondly, it supports corporate communication. The organization's visual identity can influence many of the stakeholders including employees and investors as well as consumers. In fact it is symbols of visual identity which always establish relationship between corporate entities and markets. Likewise an asset, every big organization would try to protect it (Ibid).

There are many concepts and definitions of corporate culture, some experts relates it with customs and rituals and some relates it with formal and informal thoughts and habits (Peter and Waterman, 2013). These experts also relate the culture with employees' behavior and shared values of participants within organization, as per their opinion culture is originate by employees. According to Bidin, Muhaimi and Bolong, (2014), culture is related with tangible and intangible knowledge of employees. Every corporate entity defines aims and values in implementation of vision state they tend to serve to symbolize the entire individuality through its various features of organizational existence. These features help differentiate the one corporate entity from another. The nexus between corporate personality and organizational structure is very much-intertwined (Olins, 2013).

Moingeon (2010) states that the use of the identity concept is a result of field researchers' perceptions of the "inadequacy of the culture concept to go past the descriptive level in organizational analysis". Downey (2012) explains that organizational culture is what is within the company and identity is why it is. Culture enforces many limitations as well which have to be replaced through creative outlooks on continuing basis through process of inner scrutiny and revision (Peter and Waterman, 2013).

Many academics researches recommend that the behavior of management can have a very significant effect on corporate identity (Fritz et al., 2012; Hatch and Schultz, 2014) and the interviewees substantiated this view in the light of their spontaneous experiences they attained during the course of their duties. Behavior is part of human responses which needs to be cultivated and nourished through induction of standard customs in working environment of organization (Kiriakidou and Millward, 2000; Albert and Whetten, 2011; Topalian, 2013). Tangible and intangible knowledge contribute their own part in specific way (Albert and Whetten, 2011).

Corporate structure contains of structure of organization and its branding structure, it is mentioned by many researchers as being an essential element of corporate identity. Structure is modelled on strategy since it is to be so designed as it leaves no gap within its system which could hamper its performance and defeat its objectives (Strong, 2013; Topalian, 2013). Corporate Structure determines identity features within organization (Albert and Whetten, 2011; Balmer and Stephen 2014).

Many researchers recommend that there is a strong relationship between corporate identity and corporate strategy. Gray and Balmer (2014) see the major components of corporate identity as being: "the company's strategy, philosophy, culture and organizational design". Strong (2013) who has carried out several researches on assignments of training programs have found out the performance level of workers have experienced huge raise through their outputs. Capacity building training must include practical experiences and knowledge, which has been acquired through implicit or explicit means. On the basis of above literature we can assume the relationship between variables.

H1: Corporate identity has a positive impact on Organizational Performance.

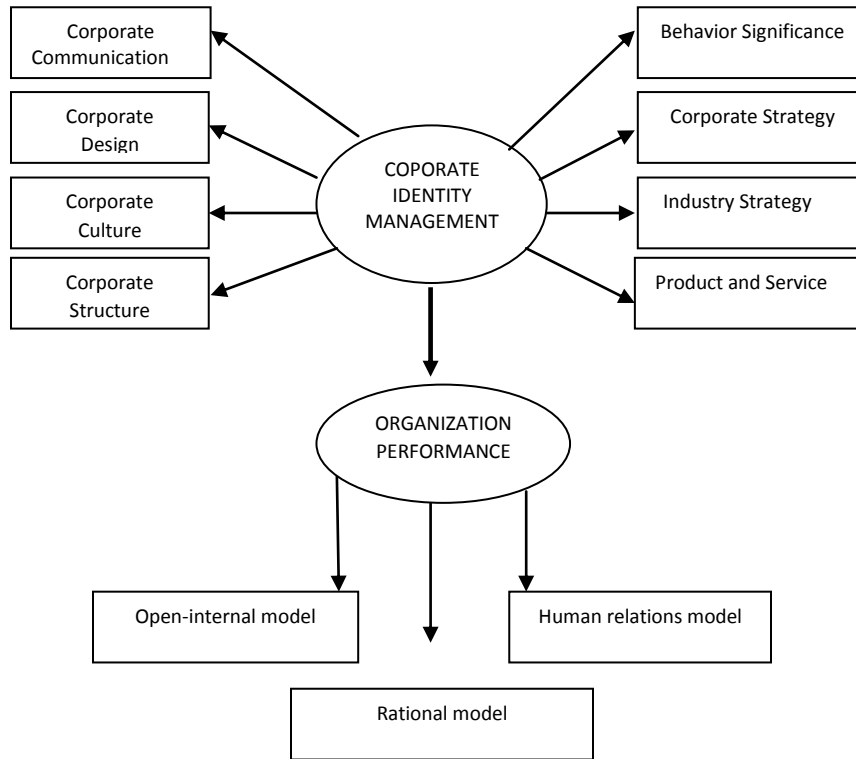


Figure1: Corporate Identity Management Network

Methodology

The targeted population of the statistical study was belong to private and public services and manufacturing institutions. The constituent elements of each sector carries its own similarities and uniqueness but they are different to each other. Their corporate features were particularly examined from the range and level of familiarity having been exhibited by their employees. Total population of all employees of private and public sector constitutes the volume of 215480. The ratio of the employees bears a relationship of 60% in private sector to 40% in public sector out of total population. Two sub-population groups were demarcated as strata with its own sharp boundaries defined through their culture and value system and were subjected to sampling method called Proportionate Stratified Random Sampling.

This study was conducted in four major cities of the Pakistan, which includes the cities of Karachi, Lahore, Rawalpindi, and Islamabad. The data has been collected through a survey as prescribed in standard format by social scientists. The sample size was 399 as calculated by

Yamane formula. The sample was prepared for 560 respondents in this study. Questionnaires were distributed initially as part of piloting exercise to test responses and as well goodness of instruments in the light of answers of respondents. The response recorded after formal exercise constituted percentage of 77%. The questionnaire was sent by ordinary mail and by hand and also by electronic mail. Interactive sessions were also held with some respondents.

Respondents were placed into three categories based on Lower, Middle and Higher Level of Management. All the three managerial levels of employees were requested to fill the questionnaire as per prescribed procedure. The below table is showing the population, sample size and response from each sector.

Table # 1

Distribution Break up	Total Sectors	Population in terms of Employees	Requisite Sample size	Distribution of Questionnaires	Respondents
Public Sectors	10	86192	160	255	172
Private Sector	12	129288	239	315	258
Total	22	215480	399	560	430

Yamane Formula. $N/1+N e^2 = 215480/ 1+215480(.0025) =215480/539.7 =399$. The researcher has used Proportionate Stratified Random Sampling.

Corporate Identity Management as stated earlier consist on eight dimensions (corporate communication, behavior significance, corporate design, corporate culture, industry strategy, corporate structure, corporate strategy and product/service), all these dimensions were measured through five point Likert scale. However, the scale was determined with range from strongly disagreed to strongly agreed level (Bernstein, 1989; Dowling, 1986; Kennedy, 1977). Organization performance scale as stated earlier consists of three dimensions (open internal model, human relation model and rational model), all these dimensions were measured through five point Likert scale. However, the scale was determined with range from decreasing to rising level (Jiménez-Jiménez & Cegarra-Navarro, 2006).

The Factor Analysis is a validity test to ensure the questions asked reasonably determine the true concept and not something else (Chen & Popovich, 2003). Since this convergent test falls under construct validity test, it measures how well the result gathered are able to fit the theory around the test designed. Pilot testing includes exploratory and confirmatory factor analysis.

The validity test conducted was Exploratory Factor Analysis. It works by summarizing a large set of items into smaller set of component that measure the same thing. Therefore, it reduces larger number of

dimensions into more meaningful number that enable researcher to cluster the same items together (Kanter, 1979).

In Appendix I tables 1 and 2 show the result of exploratory factor analysis. For factor analysis Principle Component Analysis (PCA) was used on thirty seven items to verify them and to recognize the dimensions. For next step, the items were selected on factor loadings. The factor loadings were minimum 0.60 and communalities more than 0.50. The value for Kaiser-Meyer-Olkin (KMO) is 0.714, the vales for Bartlett's Test of Sphericity are: Chi-square = 1504.831, degree of freedom = 136, and level of significance (p) = 0.000. The loadings of items range from 0.612 to 0.755 and Communalities extraction range from 0.548 to 0.821. The range of KMO ≥ 0.7 , $p \leq 0.05$, communalities extraction ≥ 0.5 and factor-loading ≥ 0.5 is acceptable for factor analysis. The PCA produced eleven factors. The eleven identified factors underlying explained 67.43% of the total variance. The table 2 in appendix I shows the factors underlying with factor loadings and communalities.

A Confirmatory Factor Analysis (CFA) was used to find the goodness-fit of the measurement model. AMOS software was used for the structural modeling analysis. The value of $\chi^2/d.f.$ less than 5 is considered satisfactory to accept the model. Besides χ^2 and $\chi^2/d.f.$ six indices, Goodness of Fit Index (GFI), Comparative Fit Index (CFI), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI), Normed Fit Index (NFI) and Root Mean Square Error of Approximation (RMSEA) were used to the model fitness. According to typical cut-off criteria, the values of GFI, IFI, CFI, NFI and TLI should be equal or greater than 0.90 while the value of RMSEA should be less than 0.08.

CD CFA and Validity

In the current study, CFA of CD Dimension reveals below values of few indices. GFI=0.919, CFI=0.9450, IFI=0.956, TLI=0.975, NFI=0.968 and RMSEA=0.048. On the bases on cut-off criteria for model acceptance which is mentioned above paragraph, the results of this study are satisfactory and within limit. The below table shows the item value of each item is greater than 0.40 which is minimum criteria for loading.

Table #2

SR.#	Items	Std Esti (≥ 0.4)	Decision	Reliability (λ^2)	Item Reliability
1	CD1	.68	Included	0.46	0.32
2	CD2	.71	Included	0.50	0.29
3	CD3	.81	Included	0.66	0.19
4	CD4	.65	Included	0.42	0.35
		$\sum \lambda_i = 2.85$		$\sum (\lambda^2) = 2.05$	$\sum \delta = 1.15$
AVE of CD = $2.05/4 = 0.52$					
CR of CD = $(2.85)^2 / (2.85)^2 + 1.15 = 0.88$					

The above table confirms the decision of including or excluding items on the basis of CFA standardized estimates results. The minimum standardized estimates value of 0.40 is required to include the item in final questionnaire. The minimum value of AVE and CR is required 0.50 and 0.70 respectively. The value of AVE 0.50 shows the compliance of convergent validity and 0.70 shows the best reliability of responses of scale. The results of AVE and CR values are 0.52 and 0.88 respectively in study.

CCu CFA and Validity

In the current study, CFA of CCu Dimension reveals below values of few indices. GFI=0.909, CFI=0.954, IFI=0.945, TLI=0.923, NFI=0.911 and RMSEA=0.018. On the bases on cut-off criteria for model acceptance which is mentioned above paragraph, the results of this study are satisfactory and within limit. The below table shows the item value of each item is greater than 0.40 which is minimum criteria for loading.

Table # 3

SR.#	Items	Std Esti (≥0.4)	Decision	Reliability (λ^2)	Item Reliability
1	CCu5	0.69	Included	0.48	0.31
2	CCu6	0.82	Included	0.67	0.18
3	CCu7	0.67	Included	0.45	0.33
4	CCu8	0.75	Included	0.56	0.25
5	CCu11	0.71	Included	0.50	0.29
		$\sum \lambda_i = 3.64$		$\sum (\lambda^2) = 2.66$	$\sum \delta = 1.36$

AVE of CCu = $2.66/5 = 0.53$

CR of CCu = $(3.64)^2 / (3.64)^2 + 1.36 = 0.91$

The above table confirms the decision of including or excluding items on the basis of CFA standardized estimates results. The minimum standardized estimates value of 0.40 is required to include the item in final questionnaire. The minimum value of AVE and CR is required 0.50 and 0.70 respectively. The value of AVE 0.50 shows the compliance of convergent validity and 0.70 shows the best reliability of responses of scale. The results of AVE and CR values are 0.53 and 0.91 respectively in study.

CSt CFA and Validity

In the current study, CFA of CSt Dimension reveals below values of few indices. GFI=0.927, CFI=0.896, IFI=0.941, TLI=0.929, NFI=0.911 and RMSEA=0.010. On the bases on cut-off criteria for model acceptance which is mentioned above paragraph, the results of this study are satisfactory and within limit. The below table shows the item value of each item is greater than 0.40 which is minimum criteria for loading.

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Table # 4

SR.#	Items	Std Esti (≥ 0.4)	Decision	Reliability (λ^2)	Item Reliability
1	CSt1	0.84	Included	0.71	0.16
2	CSt2	0.68	Included	0.46	0.32
3	CSt4	0.65	Included	0.42	0.35
4	CSt5	0.58	Included	0.34	0.42
5	CSt6	0.79	Included	0.62	0.21
		$\sum \lambda_i = 3.54$		$\sum(\lambda^2) = 2.55$	$\sum \delta = 1.46$
AVE of CSt = $2.55/5 = 0.51$					
CR of CSt = $(3.54)^2/(3.54)^2 + 1.46 = 0.90$					

The above table confirms the decision of including or excluding items on the basis of CFA standardized estimates results. The minimum standardized estimates value of 0.40 is required to include the item in final questionnaire. The minimum value of AVE and CR is required 0.50 and 0.70 respectively. The value of AVE 0.50 shows the compliance of convergent validity and 0.70 shows the best reliability of responses of scale. The results of AVE and CR values are 0.51 and 0.90 respectively in study.

CS CFA and Validity

In the current study, CFA of CS Dimension reveals below values of few indices. GFI=0.975, CFI=0.910, IFI=0.916, TLI=0.949, NFI=0.945 and RMSEA=0.041. On the bases on cut-off criteria for model acceptance which is mentioned above paragraph, the results of this study are satisfactory and within limit. The below table shows the item value of each item is greater than 0.40 which is minimum criteria for loading.

Table # 5

SR.#	Items	Std Esti (≥ 0.4)	Decision	Reliability (λ^2)	Item Reliability
1	CS2	0.63	Included	0.40	0.37
2	CS3	0.71	Included	0.50	0.29
3	CS4	0.85	Included	0.72	0.15
		$\sum \lambda_i = 2.19$		$\sum(\lambda^2) = 1.62$	$\sum \delta = 0.81$
AVE of CS = $1.62/3 = 0.54$					
CR of CS = $(1.62)^2/(1.62)^2 + 0.81 = 0.86$					

The above table confirms the decision of including or excluding items on the basis of CFA standardized estimates results. The minimum standardized estimates value of 0.40 is required to include the item in final questionnaire. The minimum value of AVE and CR is required 0.50 and 0.70 respectively. The value of AVE 0.50 shows the compliance of convergent validity and 0.70 shows the best reliability of responses of scale. The results of AVE and CR values are 0.54 and 0.86 respectively in study.

BS CFA and Validity

In the current study, CFA of BS Dimension reveals below values of few indices. GFI=0.922, CFI=0.946, IFI=0.919, TLI=0.917, NFI=0.967 and

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RMSEA=0.029. On the bases on cut-off criteria for model acceptance which is mentioned above paragraph, the results of this study are satisfactory and within limit. The below table shows the item value of each item is greater than 0.40 which is minimum criteria for loading.

Table #6

SR.#	Items	Std Esti (≥ 0.4)	Decision	Reliability (λ^2)	Item Reliability
1	BS1	0.69	Included	0.48	0.31
2	BS2	0.73	Included	0.53	0.27
3	BS5	0.71	Included	0.50	0.29
		$\sum \lambda_i = 2.13$		$\sum(\lambda^2) = 1.51$	$\sum \delta = 0.87$
AVE of BS = $1.51/3 = 0.50$					
CR of BS = $(2.13)^2/(2.13)^2 + 0.87 = 0.84$					

The above table confirms the decision of including or excluding items on the basis of CFA standardized estimates results. The minimum standardized estimates value of 0.40 is required to include the item in final questionnaire. The minimum value of AVE and CR is required 0.50 and 0.70 respectively. The value of AVE 0.50 shows the compliance of convergent validity and 0.70 shows the best reliability of responses of scale. The results of AVE and CR values are 0.50 and 0.84 respectively in study.

IS CFA and Validity

In the current study, CFA of IS Dimension reveals below values of few indices. GFI=0.931, CFI=0.941, IFI=0.920, TLI=0.934, NFI=0.918 and RMSEA=0.043. On the bases on cut-off criteria for model acceptance which is mentioned above paragraph, the results of this study are satisfactory and within limit. The below table shows the item value of each item is greater than 0.40 which is minimum criteria for loading.

Table # 7

SR.#	Items	Std Esti (≥ 0.4)	Decision	Reliability (λ^2)	Item Reliability
1	IS2	0.74	Included	0.55	0.26
2	IS5	0.65	Included	0.42	0.35
3	IS7	0.79	Included	0.62	0.21
		$\sum \lambda_i = 2.18$		$\sum(\lambda^2) = 1.59$	$\sum \delta = 0.82$
AVE of IS = $1.59/3 = 0.53$					
CR of IS = $(2.18)^2/(2.18)^2 + 0.82 = 0.85$					

The above table confirms the decision of including or excluding items on the basis of CFA standardized estimates results. The minimum standardized estimates value of 0.40 is required to include the item in final questionnaire. The minimum value of AVE and CR is required 0.50 and 0.70 respectively. The value of AVE 0.50 shows the compliance of convergent validity and 0.70 shows the best reliability of responses of scale. The results of AVE and CR values are 0.53 and 0.85 respectively in study.

PS CFA and Validity

In the current study, CFA of PS Dimension reveals below values of few indices. GFI=0.940, CFI=0.964, IFI=0.944, TLI=0.915, NFI=0.942 and RMSEA=0.008. On the bases on cut-off criteria for model acceptance which is mentioned above paragraph, the results of this study are satisfactory and within limit. The below table shows the item value of each item is greater than 0.40 which is minimum criteria for loading.

Table # 8

SR.#	Items	Std Esti (≥ 0.4)	Decision	Reliability (λ^2)	Item Reliability
1	PS2	0.69	Included	0.48	0.31
2	PS3	0.79	Included	0.62	0.21
3	PS4	0.69	Included	0.48	0.31
$\sum \lambda_i = 2.17$				$\sum (\lambda^2) = 1.58$	$\sum \delta = 0.83$
AVE of PS = 1.58/3 = 0.52					
CR of PS = (2.17)²/(2.17)² + 0.83 = 0.85					

The above table confirms the decision of including or excluding items on the basis of CFA standardized estimates results. The minimum standardized estimates value of 0.40 is required to include the item in final questionnaire. The minimum value of AVE and CR is required 0.50 and 0.70 respectively. The value of AVE 0.50 shows the compliance of convergent validity and 0.70 shows the best reliability of responses of scale. The results of AVE and CR values are 0.52 and 0.85 respectively in study.

OIM CFA and Validity

In the current study, CFA of OIM Dimension reveals below values of few indices. GFI=0.904, CFI=0.921, IFI=0.981, TLI=0.915, NFI=0.868 and RMSEA=0.021. On the bases on cut-off criteria for model acceptance which is mentioned above paragraph, the results of this study are satisfactory and within limit. The below table shows the item value of each item is greater than 0.40 which is minimum criteria for loading.

Table # 9

SR. No.	Items	Standard Estimate (≥ 0.4)	Decision	Reliability (λ^2)	$\delta=1$ -Item Reliability
1	OIM1	0.91	Included	0.83	0.09
2	OIM2	0.74	Included	0.55	0.26
3	OIM3	0.58	Included	0.34	0.42
$\sum \lambda_i = 2.23$				$\sum (\lambda^2) = 1.71$	$\sum \delta = 0.77$
AVE of OIM = 1.71/3 = 0.57					
CR of OIM = (2.23)²/(2.23)² + 0.77 = 0.87					

The above table confirms the decision of including or excluding items on the basis of CFA standardized estimates results. The minimum

standardized estimates value of 0.40 is required to include the item in final questionnaire. The minimum value of AVE and CR is required 0.50 and 0.70 respectively. The value of AVE 0.50 shows the compliance of convergent validity and 0.70 shows the best reliability of responses of scale. The results of AVE and CR values are 0.57 and 0.87 respectively in study.

RM CFA and Validity

In the current study, CFA of RM Dimension reveals below values of few indices. GFI=0.922, CFI=0.911, IFI=0.916, TLI=0.965, NFI=0.978 and RMSEA=0.041. On the bases on cut-off criteria for model acceptance which is mentioned above paragraph, the results of this study are satisfactory and within limit. The below table shows the item value of each item is greater than 0.40 which is minimum criteria for loading.

Table # 10

SR. No.	Items	Standard Estimate (≥ 0.4)	Decision	Reliability (λ^2)	$\delta=1$ -Item Reliability
1	RM1	0.61	Included	0.37	0.39
2	RM2	0.88	Included	0.77	0.12
3	RM3	0.64	Included	0.41	0.36
$\sum \lambda_1 = 2.13$				$\sum (\lambda^2) = 1.56$	$\sum \delta = 0.87$
AVE of RM = $1.56/3 = 0.52$ CR of RM = $(2.13)^2/(2.13)^2 + 0.87 = 0.84$					

The above table confirms the decision of including or excluding items on the basis of CFA standardized estimates results. The minimum standardized estimates value of 0.40 is required to include the item in final questionnaire. The minimum value of AVE and CR is required 0.50 and 0.70 respectively. The value of AVE 0.50 shows the compliance of convergent validity and 0.70 shows the best reliability of responses of scale. The results of AVE and CR values are 0.52 and 0.84 respectively in study.

Results

Reliability Analysis

The result of reliability analysis is presented in below table which shows that Corporate Communication consists of the two items and the reliability of this variable is .69, the reliability of Corporate Design is 0.67 with 4 items. Corporate Culture, Corporate Structure, and Behavior Significance reliability index is also satisfactory with 0.69, 0.67, and 0.62 with 5, 3, and 3 items respectively. Corporate Strategy, Industry Strategy and Product and Services reliability index in pilot testing is 0.73, 0.62, and 0.76 respectively. The dependent variable organizational performance reliability of each dimension is 0.77, 0.75

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and 0.80. Overall reliability of all independent dependent variables is above 0.60, which is minimum requirement for a good results and model fitting.

Table # 11 Reliability analysis

Variable Name	No of items	Reliability
Corporate Communication	2	.691
Corporate Design.	4	.665
Corporate Culture	5	.688
Corporate Structure	3	.672
Behavior Significance.	3	.620
Corporate Strategy	6	.729
Industry Strategy.	6	.622
Product and Service	3	.764
Open-Internal Model	3	.774
Rational Model	3	.748
Human Relations Model	2	.803

N= 430

Table # 12 Regression Analysis: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	10.214	1	10.214	36.355	.000 ^b
Residual	120.251	428	.281		
Total	130.465	429			

a. Dependent Variable: OP

b. Predictors: (Constant), CIM

Our results of study show that model is significant. F value is greater than 4 and significant value is less than 0.05. Regression coefficient is a measure of how strongly each IV predicts the DV. The Independent variable CIM and Dependent variable is OP. Significance of the model “Did the model explain the deviations in the dependent variable (OP)” the last column (sig) shows the goodness of fit of the model. The lower this number, the better the fit of model is. Typically, if “Sig” is greater than 0.05, we conclude that our model could not fit the data butt in this study it less than 0.05. The TSS (Total Sum of Squares) is the total deviations in the dependent variable (OP). The ESS (Explained Sum of Squares) is the amount of the TSS that could be explained by the model.

Table # 13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.280 ^a	.078	.076	.53006	1.501

a. Predictors: (Constant) CIM, b. Dependent Variable: OP

Adjusted R-square Measures the proportion of the variance in the dependent variable (OP) that was explained by variations in the

independent variable (CIM). In this study, the “Adjusted R Square” shows that 7.6% of the variance was explained. Standard error of the estimate measures the dispersion of the dependent variable (OP) estimate around its mean (in this study, the “Std. Error of the Estimate” is .53006). By comparing this to the mean of the “Predicted” values of the dependent variable, the Std. Error is 53% of the mean, and it is low. Durbin Watson values are 1.501, which is in range of maximum 4.

Table # 14

	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	2.464	.220		11.195	.000
CIM	.361	.060	.280	6.030	.000

a. Dependent Variable: OP

The above table shows the result, there are three dimensions which have positive influence on OP, namely CIM ($\beta = 0.361$, p -value < 0.05).

Discussion

The main objectives of this research work to examine and scrutinize empirically that hypothesis which is derived from the relationship existing between market orientations, market shares, and organizational policy of learning and human resource management. The cumulative outcome of this relationship built between various factors as mentioned above has determining impacts upon efficiency and performance of organization, which is target of our present study. The results so achieved are mentioned below.

Several models built in this study are pertaining to (i) Market Orientations and market shares. (ii) Policy of organizational learning (iii) with its determining affects upon organization performance. This is the focus of our study and entire debate is made to cover and comprehend this equation of relationships, which help create a new model of corporate performance and corporate personality. The question of availability of exemplary model of performance is only a theoretical construct and yet no consensus could be built between various authorities of management with respect to interactions existing between above referred various constructs. Each model is justified by various reasons; however, market orientations provide ground for determining the policy of organizational learning. There is relationship of interdependence between these two factors. Needs and demands and their associated socio-psychological are defined by market orientations and they provide ground for determining the framework of organizational learning which is covered both through concepts and working formulas. Since it is based

on verified knowledge of market experiences and the associated values of social recognitions, it is more reliable in its contents and has proved very effective in providing strength in the growth process of corporate personality and its market performance.

Conclusion

Corporate identity what makes a company special and unique. Corporate Identity is a big value of management and performance. It is so-so-psychological phenomenon, which leaves its imprints deep in the sub-conscious of stakeholders and other functionaries and customers. They feel emotionally associated with its products and brand names, which serve as symbolic representations of a distinct class. The customers served upon various members of the professional class and other stakeholders provide information, which can be treated as comprehensively dealing with all aspects of corporate personality and its performance. They pertain to gender, marital status, age, position, company base, tenure in the company, organization sector, number of employees, and work experience. Therefore, the big canvas of information provides us with the bigger scope of study and minimizes the chances of miscalculations or misdirection's.

The data is also analyzed to reveal the managers' perception about various constructs of corporate identity. From the results it is concluded that manager at the top level, of male gender falling in the age group beyond 40 years and known to enjoy longer affiliated with the organization are more conscious about the features of corporate identity and their own personality distinctly manifest itself with its ruling features. Our result also establishes another distinguishing fact, which is visible from deepening sense of corporate identity found among the business units and culture of private organizations as compared to public organizations. The advantage is this respect belongs to private organizations as a result of which they dominate the market quite forcefully as far as market share is concerned. Multinational companies have strong corporate culture as compare to local companies where corporate culture is very weak. Large companies have a clear corporate strategy about their products and services whereas small companies are lacking in their corporate strategy.

The results suggest that there must be integration and relationship among corporate identity all constructs and there must be made an effort to achieve the benefits of these components. The Government must also plan a process to promulgate and protect the corporate identity in terms of corporate design and corporate image. In our domestic corporate sector, so far hardware configuration management that acts and behaves like virtual self-conscious man through the infusion of artificial

intelligence has not found enough presence. It is still in a very budding stage of adoption.

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Appendix I

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin (KMO) and Bartlett's Test		
KMO of Sampling Adequacy.		.714
	Approx. Chi-Sq	1504.831
Bartlett's Test	Df	136
	Sig.	.000

Table 2: Component Matrix Table

Code	Factor Loading										
	1	2	3	4	5	6	7	8	9	10	11
CC1	.743										
CC2	.790										
CD1		.648									
CD2		.761									
CD3		.600									
CD4		.542									
CCu1			.824								
CCu2			.691								
CCu3			.763								
CCu4			.663								
CCu5			.697								
CCu6			.749								
CCu7			.804								
CCu8			.840								
CCu9			.752								
CCu10			.690								
CCu11			.795								
CCu12			.768								
CS1				.731							
CS2				.734							
CS3				.809							
CS4				.671							
BS1					.709						
BS2					.805						
BS3					.738						
BS4					.671						
BS5					.661						
IS1						.630					
IS2						.738					
IS3						.809					
IS4						.760					
IS5						.727					
IS6						.723					
IS7						.764					
IS8						.719					
CSi1							.758				
CSi2							.639				
CSi3							.712				
CSi4							.701				
CSi5							.746				
CSi6							.784				
PS1								.774			
PS2								.838			
PS3								.859			
PS4								.792			
OIM1									.819		
OIM2									.839		
OIM3									.789		
RM1										.741	
RM2										.800	
HRM1										.719	
HRM2											.766
											.696
Eigen Value	9.34	8.39	7.84	5.93	5.06	4.49	3.59	2.89	2.46	1.97	1.07
% Variance (67.4)	10.4	9.3	9.0	8.4	7.5	6.4	5.3	4.3	2.8	2.3	1.7