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**INVESTIGATE PUBLIC RELATION STRATEGIES USED BY KENYAN
ORGANIZATIONS IN BUILDING THE IMAGE OF THEIR CEOS.**

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INVESTIGATE PUBLIC RELATION STRATEGIES USED BY KENYAN ORGANIZATIONS IN BUILDING THE IMAGE OF THEIR CEOS.

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Abstract

Purpose: The purpose of the study was to investigate Public Relation (PR) Strategies Used by Kenyan Organizations in Building the Image of their C.E.Os.

Methodology: The research adopted both quantitative and qualitative approach (mixed method) using the survey research design. To this end the researcher used self-administered questionnaires and in cases where this is not applicable due to time constraints the questionnaires was sent via email as well interviews with selected CEO's. The entire population in this research was all corporate companies that have participated in the Company of the Year Awards (COYA) awards in the last five years. However, the sample population in this study were selected Public Relations departments and selected CEOs whose organizations had successfully been recognized as either top- ranking or bottom ranking in the COYA annual awards in the last five years.

Results: The study findings showed that the PR strategies used in building the image of the CEO include (a) training the CEO in public speaking skills to mould his image(b), training the CEO in non verbal skills to mold his image to the public(c) consistently training CEO on interpersonal interaction(d), coaching CEO on the communication words to boost his image to the public(e) helping CEO to select venues and props before addressing the public(f) PR department shaping the CEO media and public appearances (g) training the CEO in corporate dressing and image marketing (h) team building activities, (i) CSR activities, (j)CEO image support, (k)publications,(l) seminars, (m) organizational performance,(n) training, (o) corporate memberships clubs, (p)conferences, education tours, (q) foundations,(r) forums, (s)outsourcing CEO consultancy to PR consultancy firms. Results also lead to the inference that CEOs nomination and positive image positively contributes to the performance of an organization. Specifically, the positive CEOs image may lead to financial successes of the organization, contribute to gaining competitive advantage in today competitive markets, affect the overall company reputation and directly influences the stakeholders.

Unique contribution to theory, practice and policy: The study recommends that since it was established that PR strategies differ between successful and unsuccessful CEOs, the following PR practices and strategies may be adopted by other COYA and Non COYA award organizations which include; (a) training the CEO in public speaking skills to mould his image(b), training the CEO in non verbal skills to mold his image to the public(c) consistently training CEO on interpersonal interaction(d), coaching CEO on the communication words to boost his image to the public(e) helping CEO to select venues and props before addressing the public(f) PR department shaping the CEO media and public appearances (g) training the CEO in corporate dressing and image marketing (h) team building activities, (i) CSR activities, (j)CEO image

support, (k)publications,(l) seminars, (m) organizational performance,(n) training, (o) corporate memberships clubs, (p)conferences, education tours, (q) foundations,(r) forums, (s)outsourcing CEO consultancy to PR consultancy firms. The study further recommends that since there seems to be appositve relationship between organization performance and the CEOs positive image, and then PR departments and CEOs should seriously emphasize on the important role of PR department in shaping the CEOs image.

Keywords: *Corporate image, Chief Executive Officer, Impression management*

1.1 INTRODUCTION

Across the globe, in Africa and in Kenya there is a marked increase in annual award schemes recognizing successful corporate organizations. Forbes ‘top 100 CEO’s’ is probably the world’s most notable and since 1997 Fortune/Hay group has been conducting global survey of corporate reputations. The top executives and directors from these eligible companies, with the help of financial analysts, “aim at identifying companies that enjoy the strongest reputation within their industries and across the board so as to be recognized by this awarding body” (Mathews, 1997, p.8). In Africa, there are a number of awards that recognize successful corporate organization and Investor Index award is one such example. This award recognizes “the continent’s institutions for good management and innovative ideas”, while exploring investment partnership in the developing countries (Sun, 2009, p. 4).

Several factors contribute to the successful corporate image of an organization. For example Fombrun & Van Reil, (2004) say that “businesses with a sustainable business model and with a visionary and passionate CEO with branding talent most of the times benefits from the rising opportunities for competing in the modern market place” (p. 67). Leslie says that “a CEO’s reputation accounts for up to 50 percent of the overall company’s reputation, which means that the CEO’s are part of a company’s brand equity” (Mayer, 2007, p. 24).

On the other hand, the marketing experts at Wharton School, University of Pennsylvania say that “making a celebrity out of a business owner can be a good thing, as long as certain safeguards are in place” (Khan, 2004, p. 24). and this may include making sure the CEO’s brand can always be identified by all stakeholders as the face of that organization and the PRO should continuously scan the external environment and check on the multiple image that is being formed by the different stakeholders is in line with what is being projected most of the times. They caution though, that problems arise when a company doesn’t prepare for the unexpected. “At one time, brand awareness and positioning was viewed as a process of associating an image with a company, whether people had a positive or negative perception when they thought of a brand,” says Khan, a marketing professor (2004, p 3) they continue to emphasis that for the CEO to enhance the image of the corporate or product brand, his or her own external perceived image by consumers must be harmonious with the image of that organization.

1.2 Problem Statement

Conger and Kanungo (1987) argue that leadership plays a big role in how the organization is perceived by the public and this perception helps in improving the corporate image and brand of that organization. Collins (2001) seems to hold the same opinion as Conger & Kanungo; he identified a typical pattern of leadership behavior in those large organizations as “stunningly transforming from being good performers to great performers.”

It is important to understand that leadership is not the only factor that influences the image of an organization. Key factors include: the direct experience of the products from the consumers, work place environment, word of mouth and news communicated by the mass media, the organization visibility and the emotional appeal by the public (Burson- Marsteller, 2003). In addition, Black (1972) argues that crafting the strategy that shapes the image of the organization is one of the most important responsibilities of a PR officer (Black, 1972, p.5). Thus the superseding deductions that can be derived from the different scholars is that the image of the organization is influenced by several factors and the public relations practitioners in any organization contribute to how these factors are perceived by the public.

In view of the challenges faced by different corporate organizations, the researcher has noted several gaps. Foremost, there are times that the CEO’s charismatic nature makes it irrelevant to have any PR strategies to influence the image of that CEO to the public. Secondly, is that the activities and strategies of the PR department help in influencing the image of the CEO to the public. Thirdly, is that the corporate image of a CEO can be used to enhance the brand of the organization, hence increase loyalty and brand equity of the organization amongst its publics. Lastly, is the fact that PR strategies have been used to enhance the public’s perception of the CEO at the expense of the organization resulting in two separate brand entities, that is, an enhanced CEO’s image that does not result or enhance the organizations brand entity.

Therefore, the researcher will seek to investigate the PR strategies used by Kenyan organizations in building the image of their CEOs.

1.3 Study Objectives

1. To identify PR strategies used by PR practitioners in building the image of the CEO.
2. To identify if PR strategies and campaigns differ between successful or unsuccessful CEO’s in the Kenyan corporate world.
3. To find out if the CEO’s image contributes to the organization performance.

2.0 LITERATURE REVIEW

2.1 Empirical Literature

Before attempting to study the role of PR in creating and shaping the corporate image of the executive officer in this case the leader of the organization, it is important to define the concept of leadership and its meaning within an organization (Bennis, 1989). A survey of scholarship write ups on leadership in the past century reveals different kinds of thinking about leadership. The great man theory of leadership of the ‘born leader’ concept is still highly ranked among leadership scholars. In this school of thought a leader would be defined as “that man with special in-born leadership characteristics” and this is a person whose belief and behavior amongst his community

results in cataclysmic change in the way things are being done (Bass, 1990). Later on, social Darwinist's opposed to this idea of the 'natural leader' proposed that "leadership is both a function of the traits and the emergence of those traits in a given situation or environment" Rosenbach & Taylor (1989) and this is when someone at any level within an organization leads by virtue of meeting the needs of his or her team or followers.

Fiedler in the late 1960's advanced the idea of situational leadership. He proposed that leadership is contingent upon several factors: the needs of the would-be followers, the ability of the leader to meet those needs through his natural gifts, his behavior towards the followers and the situation (Bass & Stodgill, 1981; Conger, 1988).

3.0 RESEARCH METHODOLOGY

Therefore the current research adopted both quantitative and qualitative approach (mixed method) using the survey research design. To this end the researcher used self-administered questionnaires and in cases where this is not applicable due to time constraints the questionnaires was sent via email as well interviews with selected CEO's. The entire population in this research was all corporate companies that have participated in the COYA awards in the last five years. However, the sample population in this study was selected Public Relations departments and selected CEOs whose organizations had successfully been recognized as either top- ranking or bottom ranking the COYA annual awards in the last five years. In the case that an organization had won the COYA awards, they ought to be in the four distinct categories as indicated in the sampling procedure below. The population sample frame was the list of participating companies at the annual COYA awards for the last five years and this list was provided by KIM (Kenya Institute of Management) since they have always been the awarding and recruiting body. The sampling approach that was used in this study is non-probability sampling, and the researcher used purposive sampling. The study employed two methods of data collection: interviews and questionnaires to get information in the areas of Public Relations and Strategic planning. Quantitative data from the questionnaire was analyzed by the use descriptive statistics and presented in form of frequency tables, charts, and graph.

4.0 RESULTS

A cross tabulation of age of PRO and age of CEO provided some interesting insights into the question of whether older CEOs are more comfortable working with older PRO's or younger PROs. Cross tabulation results in conjunction with chi-square results indicated that the null hypothesis of independence between the age of PRO and the age of CEO was rejected. This implied that there is a relationship between age of CEO and age of PRO. In 58.6% of the cases, CEO aged 37 to 44 years preferred to work with PROs who were of the same age group (37 to 44 years). In other instance, 60% of CEOs aged 45 years and above worked with PROs of the same age. The study may therefore conclude that older CEOs are more comfortable working with older PROs, while young CEOs are more comfortable working with young PROs (chi square=19.681,df=6, p value =0.003).

Table 1:Age_of_PRO * Age group of CEO Cross tabulation

		Age group of ceo				
		31-36	37-44	45+	Total	
Age_of_PRO	24-30	Count	0	10	12	22
		% within Age_of_PRO	.0%	45.5%	54.5%	100.0%
		% within Age group of ceo	.0%	23.8%	34.3%	27.5%
		% of Total	.0%	12.5%	15.0%	27.5%
	31-36	Count	3	9	2	14
		% within Age_of_PRO	21.4%	64.3%	14.3%	100.0%
		% within Age group of ceo	100.0%	21.4%	5.7%	17.5%
		% of Total	3.8%	11.3%	2.5%	17.5%
	37-44	Count	0	17	12	29
		% within Age_of_PRO	.0%	58.6%	41.4%	100.0%
		% within Age group of ceo	.0%	40.5%	34.3%	36.3%
		% of Total	.0%	21.3%	15.0%	36.3%
45+	Count	0	6	9	15	
	% within Age_of_PRO	.0%	40.0%	60.0%	100.0%	
	% within Age group of ceo	.0%	14.3%	25.7%	18.8%	
	% of Total	.0%	7.5%	11.3%	18.8%	
Total	Count	3	42	35	80	
	% within Age_of_PRO	3.8%	52.5%	43.8%	100.0%	
	% within Age group of ceo	100.0%	100.0%	100.0%	100.0%	
	% of Total	3.8%	52.5%	43.8%	100.0%	

Table 2: Chi-Square Tests of independence

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.681 ^a	6	.003
Likelihood Ratio	16.872	6	.010
N of Valid Cases	80		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .53.

Factors contributing to positive corporate image of CEO

The study sought to establish whether the projected CEOs image was a result of PR efforts. The findings are presented in figure 4 below.

Table 4: Factors contributing to positive corporate image of CEO

Contributing factors to positive CEO image	Total	Percentage
employee retention	1	1%
good stock market price	1	1%
Media attention and Publications	20	25%
No response	9	11%
Organization profitability	4	5%
Organizational Brand	1	1%
Pr Department Support	33	41%
Product development and good customer service	4	5%
quality assurance	3	4%
Training by PR department	4	5%
Grand Total	80	100%

Results reveal that some of the factors contributing to the positive image of the CEO include Public Relations department support (41%), media attention and publications(25%), product development and good customer service(5%), training by public relations department(5%), organization profitability(5%), quality assurance(4%), organization brand(1%), good stock market price (1%) and employee retention (1%) respectively. A small percentage of non responses (11%) implied that there were some PR respondents who were unaware of other factors that contribute to positive image of the CEO In other studies used in the literature review, it shows that within the corporate communication, the role of strategy is perceived to be a ‘boundary spanning’ function and it plays a key role in the process of managing the environmental interaction. This means that ‘the strategic planners within the organization operate as the interface between the organization and its environment to help gather, relay and interpret information from the environment to the organization’ (Wilcox, at. el. p.41, 1989).

PR STRATEGIES AIMED AT BUILDING CEOs IMAGE

One of the objectives of the study was to identify the PR strategies and campaigns that are being used by PR practitioners to build the image of the CEO. The findings were given in table 5.

Table 3: PR Strategies Aimed At Building CEOs Image

	Agree	Disagree	Neutral	Strongly Agree
The PR department is involved in training the CEO in public speaking skills to mould his image	22-28%	9-11%	12-15%	37-46%
The PR department is involved in training the CEO in non-verbal skills to mold his image to the public	10-13%	12-15%	24-30%	34-43%
The CEO is consistently trained on interpersonal interaction	13-16%	9-11%	23-29%	35-44%
The CEO is trained effectively to being able to use his/her rhetoric skill by the PR department	16-20%	12-15%	20-25%	32-40%
The CEO is coached on the communication's words to boost his image to the public	8-10%	18-23%	19-24%	35-44%
The PR department helps the CEO to select venues, props before addressing the public	16-20%	6-8%	12-15%	46-58%
The PR department shapes the CEO's media and public appearances	15-19%	6-8%	9-11%	50-63%
The PR department trains the CEO in corporate dressing and image marketing.	10-13%	11-14%	18-23%	41-51%

The majority of respondents (46%) strongly agreed with the statement that the PR department is involved in training the CEO in public speaking skills to mould his image. A majority of less than half (43%) strongly agreed with the statement that the PR department is involved in training the CEO in non verbal skills to mold his image to the public. A majority of less than half (44%) strongly agreed with the statement that the CEO is consistently trained on interpersonal interaction. A majority of less than half (44%) strongly agreed with the statement that the CEO is coached on the communication words to boost his image to the public.

A majority of more than half (58%) strongly agreed with the statement that the PR department helps the CEO to select venues and props before addressing the public. A majority of more than half (63%) strongly agreed with the statement that the PR department shapes the CEO media and public appearances. Lastly, the a majority of slightly more than half (51%) strongly agreed with the statement that the PR department trains the CEO in corporate dressing and image marketing. The finding implies that PR practitioners play very important roles aimed at building the CEO image.

COMPARISON OF PR STRATEGIES BETWEEN TOP RANKED AND BOTTOM RANKED CEOS

In line with study objectives , the research sought to identify whether PR strategies differ between top ranked and bottom ranked CEOs. The findings were given in table 6.

Table 4: Comparison of PR strategies between top ranked and bottom ranked CEOs

VI	N	Mean	Std. Deviation	Std. Error Mean
The PR department is involved in training the Top 10	10	4.40	.843	.267
CEO in public speaking skills to mould his Bottom 10	10	3.30	1.059	.335
The PR department is involved in training the Top 10	10	4.30	.823	.260
CEO in non-verbal skills to mold his image to Bottom 10	10	3.20	.919	.291
The CEO is consistently trained on Top 10	10	4.70	.675	.213
interpersonal interaction Bottom 10	10	3.40	1.075	.340
The CEO is trained effectively to being able Top 10	10	4.40	.699	.221
to use his/her rhetoric skill by the PR Bottom 10	10	3.40	.966	.306
department				
The CEO is coached on the communication's Top 10	10	4.50	.707	.224
words to boost his image to the public Bottom 10	10	3.40	1.075	.340
The PR department helps the CEO to select Top 10	10	4.80	.422	.133
venues, props before addressing the public Bottom 10	10	3.40	1.075	.340
The PR department shapes the CEO's media Top 10	10	4.90	.316	.100
and public appearances Bottom 10	10	3.60	1.174	.371
The PR department trains the CEO in Top 10	10	4.40	.966	.306
corporate dressing and image marketing. Bottom 10	10	3.30	1.160	.367

Table 6 above displays the group statistics for the two groups namely Top 10 CEOs group and Bottom 10 CEOs group.

The first statement that PR department is involved in training the CEO in public speaking skills to mould his image attracted a mean response of 4.40 in the TOP CEO group while it also attracted a mean of 3.30 in the bottom 10 group. Given a likert scale of between 1 to 5 where 1 is strongly disagree and 5 is strongly agree, the top 10 CEO group mean response rate seems to fall under the scale of 4 (Agree). However, the mean response of 3.30 for the Bottom 10 CEO group seems to fall at the likert scale of 3 (neutral/ neither agree nor Disagree). The other statements in the table demonstrated the same results.

An objective way of testing whether the two group responses were significantly different was by use of a t- test for equality of means. The t test results are given in table 7 and the finding are in agreement with a study done by Murray & White (2005) on the role of PR practitioners in Assisting CEOs on image building and maintenance which includes it to be:

Table 5: t-Test for equality of means

	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
The PR department is involved in training the CEO in public speaking skills to mould his image	2.56	18	0.019	1.1	0.428	0.2	2
The PR department is involved in training the CEO in non-verbal skills to mold his image to the public	2.81	18	0.011	1.1	0.39	0.28	1.92
The CEO is consistently trained on interpersonal interaction	3.23	18	0.005	1.3	0.401	0.45	2.143
The CEO is trained effectively to being able to use his/her rhetoric skill by the PR department	2.65	18	0.016	1	0.377	0.20	1.792
The CEO is coached on the communication's words to boost his image to the public	2.70	18	0.015	1.1	0.407	0.24	1.955
The PR department helps the CEO to select venues, props before addressing the public	3.83	18	0.001	1.4	0.365	0.63	2.167
The PR department shapes the CEO's media and public appearances	3.38	18	0.003	1.3	0.384	0.49	2.108
The PR department trains the CEO in corporate dressing and image marketing.	2.30	18	0.033	1.1	0.477	0.09	2.103

The statement that the PR department is involved in training the CEO in public speaking skills to mould his image attracted a p value of 0.019,df= 18 and t-statistic of 2.569. The statement that the PR department is involved in training the CEO in non verbal skills to mold his image to the public attracted a p value of of 0.011 ,df=18 and t=2.819. The statement that the CEO is consistently trained on interpersonal interaction attracted a p vlave of 0.005, df=18 and t= 3.239 .

The statement that the CEO is trained effectively to being able to use his/her rhetoric skill by the PR department attracted a p value of 0.016, $df=18$, $t=2.652$. The statement that the CEO is coached on the communication words to boost his image to the public attracted a p value of 0.015, $df=18$ and $t=2.703$.

The statement that the PR deptment helps the CEO to select venues and props before addressing the public attracted a p value of 0.001, $df=18$, t stataistic=3.834. The statement that the PR department shapes the CEO media and public appearances attracted a p value of 0.003, $df=18$ and t stataistic=3.382. Lastly, the statement that the PR deptmnet trains the CEO in corporate dressing and image marketing attracted a p value of 0.033, $df=18$ and t sttatic of 2.305.

Since all the p values were lower than the p value of 0.05, there exists a significant difference in mean responses between the two groups. The findings therefore imply that strategies differ between the Top 10 CEOs and Bottom 10 CEOs which also hold true to what Conger (1989), says that 'the establishment of a shared vision and collective identity coupled with strong follower commitment to the leader and elevated effort can produce high levels of internal cohesion, value congruence, and performance potential which help to promote strong identity leading to a positive image' (p. 143).

5.0 SUMMARY AND CONCLUSIONS

5.1 Summary of the findings

One of the research questions attempted to find out what PR strategies are used in building the image of the CEO. Results indicate that the majority of respondents strongly agreed with the statement that the PR department is involved in training the CEO in public speaking skills to mould his image(46%), that the PR deptment is involved in training the CEO in non verbal skills to mold his image to the public(43%), that CEO is consitently trained on interpersonal interaction(44%), that the CEO is coached on the communication words to boost his image to the public(44%). Results further indicate that a majority of respondents strongly agreed with the statement that the PR department helps the CEO to select venues and props before addressing the public(58%), that the PR department shapes the CEO media and public appearances (63%) and that the PR department trains the CEO in corporate dressing and image marketing.

The finding implies that PR practitioners play very important roles aimed at building the CEO image. The findings further imply that PR strategies mentioned above are an important aspect of shaping the CEOs image. This findings are further supported in other parts of this study that suggest that majority of responndets agree to the PR-led CEO image proposition, the Organization led-ceo image proposition but strongly disagree to Irrelevance of PR proposition.

Another research question attempted to find out whether PR strategies differ between successful and unsuccessful CEOs. Results suggest that PR strategies do differ between successful and unsuccessful CEOs. This finding was supported by the observed t statistic and p values. It was evident from the t-tests that in the case of successful CEOs, it was more likely to observe the PR department being involved in training the CEO in public speaking skills to mould his image, more likely to observe the PR department being involved in training the CEO in non-verbal skills to mold his image to the public, more likely for the CEO to be consistently trained on interpersonal

interaction, more likely for the CEO to be trained effectively to being able to use his/her rhetoric skill, more likely for the CEO to be coached on the communication's words to boost his image to the public, more likely for the PR department to help the CEO to select venues, props before addressing the public, more likely for the PR department to shape the CEO's media and public appearances, and more likely for the PR department to train the CEO in corporate dressing and image marketing. This may imply that PR has a role to play in enhancing the successful image of the CEO.

The third research question attempted to find out if the image of the CEO contributes to organization performance. A strong majority of respondents strongly agreed with the statement that the CEO image after the awards impacts on the financial successes of the organization (85%), that the CEO image after the awards helps the organization to gain competitive advantage in today competitive markets (85%), that the CEO image after the awards affects the overall company reputation (89%) that the CEO image after the awards directly influences the stakeholders (85%). The findings imply that CEOs nomination and positive image positively contributes to the performance of an organization. This positive relationship may arise because the stakeholders (suppliers, customers, government and the general public) either become more trusting or are convinced of the going concern and sustainability of the firm. This way, the organization can attract capital at low costs, can target customers more easily and can negotiate with suppliers more easily. This further improves the top line and bottom line results.

5.2 Conclusions

It was possible to make several inferences from the findings of the current study. The inferences are in line with the objectives and research questions of the study. The study concludes that the PR strategies used in building the image of the CEO include (a) training the CEO in public speaking skills to mould his image(b), training the CEO in non verbal skills to mold his image to the public(c) consistently training CEO on interpersonal interaction(d), coaching CEO on the communication words to boost his image to the public(e) helping CEO to select venues and props before addressing the public(f) PR department shaping the CEO media and public appearances (g) training the CEO in corporate dressing and image marketing (h) team building activities, (i) CSR activities, (j)CEO image support, (k)publications,(l) seminars, (m) organizational performance,(n) training, (o) corporate memberships clubs, (p)conferences, education tours, (q) foundations,(r) forums, (s)outsourcing CEO consultancy to PR consultancy firms.

It was also possible to infer that PR strategies differ between successful and unsuccessful CEOs since it is more likely for successful CEOs to have been trained on public speaking skills to mould his image(b), trained in non verbal skills to mold his image to the public(c) consistently trained on interpersonal interaction(d), coached on communication words to boost his image to the public (e) helped to select venues and props before addressing the public (f) the PR department shape the CEO media and public appearances (g) trained in corporate dressing and image marketing.

Results also lead to the inference that CEOs nomination and positive image positively contributes to the performance of an organization. Specifically, the positive CEOs image may lead to financial successes of the organization, contribute to gaining competitive advantage in today competitive markets, affect the overall company reputation and directly influences the stakeholders.

5.3 Recommendations

The study recommends that since it was established that PR strategies differ between successful and unsuccessful CEOs, the following PR practices and strategies may be adopted by other COYA and Non COYA award organizations. Specifically, it is recommended that PR departments should put in place the following PR strategies (a) training the CEO in public speaking skills to mould his image(b), training the CEO in non verbal skills to mold his image to the public(c) consistently training CEO on interpersonal interaction(d), coaching CEO on the communication words to boost his image to the public(e) helping CEO to select venues and props before addressing the public(f) PR department shaping the CEO media and public appearances (g) training the CEO in corporate dressing and image marketing (h) team building activities, (i) CSR activities, (j)CEO image support, (k)publications,(l) seminars, (m) organizational performance,(n) training, (o) corporate memberships clubs, (p)conferences, education tours, (q) foundations,(r) forums, (s)outsourcing CEO consultancy to PR consultancy firms.

The study also recommends that since there seems to be appositve relationship between organization performance and the CEOs positive image, and then PR departments and CEOs should seriously emphasize on the important role of PR department in shaping the CEOs image.

5.4 Limitations of the study

The current study is merely descriptive especially on the attempt to establish whether CEOs image contributes to positive organization performance. It may have been more appropriate to conduct a regression analysis that may demonstrate the sensitivity of organization performance to CEO image. That way, one can say that an increase in CEO image by this much affect organization performance by this much. Furthermore, there was weak conceptualization of the concept of organization performance. In addition, there may be selection bias after only considering COYA Award Nominees. It may be likely that COYA award nominees are more likely to use PR departments and are also more likely to take seriously the issue of CEOs image. It is therefore recommended that a sampling frame such as the firms listed on the Nairobi Securities Exchange or the tax payers list from KRA may have less selection bias.

5.5 Suggested areas of further research

The current study recommends a regression analysis that may demonstrate the sensitivity of organization performance to CEO image. The study also recommends the adoption of the balance score card concept to organizational performance in a bid to test the relationship between CEOs image and organization performance. The current study should also be replicated across different sampling frames such as the firms listed on the Nairobi securities exchange and the Kenya association of manufacturers list.

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