



SCHOOL OF GRADUATE STUDIES AND RESEARCH

**EXAMINING THE IMPACT OF STAFF BRANDING ON CORPORATE IMAGE: A
CASE OF THE OFFICE OF THE REGISTRAR OF COMPANIES.**

BY

(SAMUEL AWUNI)

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CANDIDATES' DECLARATION

I hereby declare that this dissertation is the result of my original research and that no part of it has been presented for another degree in this institute or elsewhere. I am solely responsible for any shortcomings.

SAMUEL AWUNI NAME	MASPRM24030 INDEX	 SIGNATURE	12/12/2025 DATE
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SUPERVISORS' CERTIFICATION

I hereby certify that, I have supervised the preparation of this dissertation in accordance with the guidelines of supervision of dissertation laid down by the University of Media, Art and Communication – IJ

DR. REBECCA BAAH- OFORI SUPERVISOR	 SIGNATURE	12/12/25 DATE
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DEDICATION

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ABSTRACT

The reputation of public institutions is increasingly linked to the conduct and professionalism of their employees. This study explores how staff branding influences the corporate image of the Office of the Registrar of Companies (ORC) in Ghana, an organization that plays a central role in business regulation and public trust. While staff branding has been widely studied in the private sector, limited attention has been given to its application in public institutions where citizen trust is crucial (Perry, Hondeghem, & Wise, 2010). This research therefore addresses this gap by examining how ORC employees and stakeholders perceive and enact staff branding in shaping the organization's image. A qualitative design was adopted, employing 23 semi-structured interviews with both internal and external stakeholders. The internal sample consisted of 15 employees segmented into frontline staff (8), client service officers (4), and department heads or supervisors (3). The external group included 8 participants comprising 5 frequent clients and 3 representatives of business associations. This sample size was appropriate for qualitative research, ensuring depth of insight and alignment with data saturation principles (Guest et al., 2006). The findings reveal that employees perceive themselves as ambassadors of the organization, with professionalism, courtesy, and integrity emerging as key elements of staff branding. Frontline staff interactions were particularly influential in shaping client perceptions, reinforcing the critical role of daily service encounters. The study concludes that effective staff branding is essential to strengthening ORC's corporate image and public legitimacy. It recommends enhancing staff training, standardizing internal branding practices, and fostering a culture of professionalism. By doing so, the ORC can improve stakeholder confidence and serve as a model for how public institutions in Ghana can leverage staff branding to reinforce their reputation and effectiveness.

Keywords: Staff branding, corporate image, Internal branding, Employee brand commitment, Organizational reputation, public sector communication

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Chapter one introduces the concept of staff branding and its growing influence on the corporate image of public institutions. It highlights that employees play a vital role in shaping public perception through their behavior, professionalism, and alignment with organizational values. The chapter identifies a gap in internal branding practices within public agencies, emphasizing the need for strategic staff engagement. It concludes by outlining the study's purpose, objectives, and structure.

1.1 Background of the Study

The identity and reputation of an organization are no longer shaped solely by its products, services, or communications but also by the people who represent it (Miles & Mangold, 2004). This growing recognition has given rise to the concept of staff branding, which refers to the way employees embody and reflect the core values, personality, and promises of the organization in their day-to-day interactions (Price 2007). Particularly in service-oriented institutions, employees are often the first and sometimes the only point of contact between the organization and the public, making their role in brand perception critical (King & Grace, 2008). Organizations are increasingly realizing that branding does not start and end with marketing campaigns. It starts internally, with employees who consistently communicate the organization's values through behavior, appearance, and engagement with clients (Miles & Mangold, 2004). This internal aspect of branding has a direct bearing on corporate image, which is the overall perception stakeholders have about an organization. A strong and consistent staff brand can enhance trust, professionalism, and public confidence especially in

government institutions that are often scrutinized for efficiency and transparency (Wilson, 2007).

The Office of the Registrar of Companies (ORC), which plays a pivotal role in business registration and regulation, is a key government entity whose interactions with the public directly influence perceptions of the wider public service. Clients and stakeholders often judge the professionalism, credibility, and reliability of the ORC based on their experiences with its employees (Schmidt, 2014). Therefore, understanding how staff branding contributes to its corporate image is vital, particularly at a time when government institutions are under pressure to deliver services more effectively and uphold public trust. Although branding has been extensively explored in corporate environments, the role of public sector employees in shaping or undermining the institutional image remains relatively understudied (Walsh et al., 2014).

This study seeks to fill that gap by examining how staff branding affects corporate image, using the Office of the Registrar of Companies as a case study. Although staff branding has primarily been explored within the private sector as a tool for gaining competitive advantage and fostering customer loyalty, its role in the public sector is gaining increasing attention. Public sector organizations, including regulatory bodies such as the Office of the Registrar of Companies, operate in a highly scrutinized environment where transparency, integrity, and professionalism are essential for public trust and institutional legitimacy (Perry, 2010).

The Office of the Registrar of Companies plays a crucial role in the national business landscape by registering companies, maintaining corporate records, and ensuring compliance with statutory regulations, thus fostering a trustworthy business environment. The conduct and professionalism of employees at the office influence how the public perceives the institution, shaping its corporate image. Corporate image refers to the aggregate impression that stakeholders have about an organization's reliability, credibility, and overall reputation (Balmer & Greyser, 2006). A positive corporate image is important for public organizations

as it enhances stakeholder confidence, encourages compliance with regulations, and reinforces the legitimacy of the institution (Perry et al., 2010). Despite the critical role staff branding plays, many public sector organizations face challenges in effectively managing internal branding. Common issues include a lack of clear branding strategies directed at employees, limited employee engagement, and inconsistent communication of organizational values, which often lead to a disconnect between employees' behavior and the organization's brand promise (Vokić, 2017). This disconnect can result in a negative or fragmented corporate image that diminishes public confidence (Sartain & Schumann, 2006).

Research from various sectors has demonstrated that well-executed staff branding strategies cultivate employees as authentic brand ambassadors who consistently project the organization's values, thereby reinforcing a positive corporate image (Kimpakorn & Tocquer, 2009). Nonetheless, there remains limited empirical research examining this relationship within public sector regulatory agencies, especially in developing country contexts such as Kenya.

Studying the Office of the Registrar of Companies provides an opportunity to understand how staff branding affects corporate image in a governmental institution critical to the nation's economic infrastructure. The insights gained can guide the development of internal branding initiatives that strengthen employee alignment with organizational values, improve service delivery, and enhance public trust. Ultimately, this contributes to the broader objectives of good governance, transparency, and institutional excellence (Papasolomou, 2010).

1.2 Statement of the Problem

Government institutions often face challenges related to public perception, including inefficiency, bureaucracy, and lack of accountability (Kim, 2005). Despite efforts to improve service delivery, these perceptions persist. At the heart of this image problem is the interaction

between staff and the public. While branding strategies are often deployed at the organizational level, the extent to which individual staff members align with these strategies and contribute to a positive image remains underexplored especially in public institutions (Mosley, 2007).

The Office of the Registrar of Companies, as a frontline public agency, relies heavily on its staff to deliver services, communicate with stakeholders, and uphold regulatory standards. Yet, it is unclear whether employees are aware of their role in shaping the office's brand and whether their behavior supports or undermines the desired corporate image. The lack of clear alignment between staff behavior and branding efforts may contribute to inconsistent public experiences and damage stakeholder trust. Despite the critical role that staff branding plays in shaping public perceptions and enhancing corporate image, many public sector institutions including the Office of the Registrar of Companies continue to grapple with challenges related to inconsistent staff behavior and weak internal branding strategies. These challenges often result in a gap between the organization's intended image and the actual experiences of its stakeholders. In the case of the Office of the Registrar of Companies, anecdotal evidence and preliminary observations suggest that the public's perception of the institution is heavily influenced by interactions with frontline staff. Yet, there is limited understanding of how employees' personal branding and conduct contribute to the overall corporate image. This gap in knowledge hinders the development of effective strategies that could align staff behavior with organizational values, leading to potential erosion of trust, reduced stakeholder confidence, and diminished organizational reputation.

Furthermore, as a key government agency responsible for regulatory oversight and business registration, any negative perception of the office can have wider repercussions on the business environment, including reduced compliance and reluctance among businesses to engage with the office. Despite this, little empirical research has been conducted in the Kenyan public sector context to explore the link between staff branding and corporate image, especially within

regulatory bodies (Wæraas & Byrkjeflot 2012). A recent study examining internal branding among Kenyan SMEs revealed that robust internal branding practices such as clear communication, training, and recognition systems were strongly associated with improved brand performance, highlighting the importance of staff alignment for organizational image (Wangui et al., 2023). Without a clear understanding of how staff branding influences corporate image, management faces difficulties in designing targeted internal branding initiatives and training programs that can enhance employee engagement and service delivery. Consequently, the organization may continue to face challenges in fostering a consistent and positive public image, which is essential for maintaining legitimacy and stakeholder trust.

This study seeks to address this problem by investigating the extent to which staff branding impacts the corporate image of the Office of the Registrar of Companies. Through an in-depth qualitative inquiry, the research aims to provide actionable insights that can support improved internal branding practices, ultimately strengthening the office's reputation and enhancing public confidence.

1.3 Purpose of the Study

The purpose of this study is to explore and understand the impact of staff branding on the corporate image of the Office of the Registrar of Companies. Specifically, the study aims to investigate how employees' behaviors, attitudes, and personal branding efforts influence the way the public perceives the organization. By examining staff branding practices within the office, this research seeks to identify factors that contribute to a positive or negative corporate image.

The research is important because the reputation of public organizations is often shaped less by official policies and more by individual encounters between staff and clients. A single positive or negative interaction can reinforce or undermine trust in the institution. By capturing

both staff and stakeholder perspectives, the study aimed to provide a balanced understanding of how employee behavior and institutional practices affect ORC's image. The insights generated are expected to guide strategies for strengthening staff branding, improving service delivery, and building a stronger relationship of trust between the organization and its stakeholders.

1.4 Objectives of the Study

To examine the impact of staff branding on corporate image in public sector organizations, with a specific focus on the Office of the Registrar of Companies.

1.5 Specific Objectives

1. To explore how staff at the Office of the Registrar of Companies understand their role in representing the organization's image.
2. To examine how staff interactions with clients shape public perceptions of the organization.
3. To understand how staff experience and view internal branding practices within the organization.

1.6 Research Questions

1. To what extent are ORC employees aware of their role in organizational branding?
2. How does employee behavior shape the public perception of the ORC?
3. What staff branding make to building the corporate image of the ORC?

1.7 Significance of the Study

This study has practical and academic relevance. For public administrators and policymakers, it offers insights into how internal branding can be leveraged to improve service delivery and

institutional reputation. For the management of the Office of the Registrar of Companies, it provides an evidence-based evaluation of current practices and recommendations for improving stakeholder perceptions through staff branding initiatives.

Academically, the study contributes to the relatively limited body of literature on internal branding within public sector institutions. It expands the discourse on how employee engagement and alignment with brand values influence public trust and institutional credibility.

In many organizations, especially within the public sector, efforts to improve institutional image tend to focus mainly on policies, service delivery systems, or leadership visibility.

By focusing on staff branding, this research draws attention to the everyday interactions between employees and the public, and how these interactions can either reinforce or weaken the credibility and professionalism that the ORC aims to project. For public managers and institutional leaders, the findings will provide valuable guidance on how to involve employees more deliberately in internal branding efforts. This is especially important in government agencies, where public confidence can easily be affected by perceptions of inefficiency or poor service.

For employees themselves, the study offers a reminder of how significant their roles are in representing the values and identity of the ORC. Their behavior, communication, and even appearance contribute to how stakeholders perceive the organization. The insights gained can be used to develop more effective training, communication, and human resource practices that help staff better align with the institution's brand goals.

In the academic world, this study also fills a gap by bringing staff branding into the public sector conversation, where it has been relatively underexplored. Most previous work has focused on private companies, so this research contributes a fresh perspective by showing how these same principles apply in a government setting. Ultimately, the study is relevant not just

to the ORC, but to any institution that wants to improve its image through better staff engagement and alignment with organizational values.

Practically, the study offers valuable guidance for policymakers, managers, and staff of the ORC. Findings from the research highlight areas where staff branding efforts are working well and where improvements are needed. This can inform the development of targeted training programs, codes of conduct, and communication strategies that enhance professionalism and client engagement. For the broader public sector, the study demonstrates that improving corporate image is not only about structural reforms but also about investing in people who represent the institution on a daily basis. Ultimately, by strengthening staff branding, public institutions like the ORC can enhance service delivery, boost public confidence, and contribute to the overall effectiveness of governance.

Finally, for the general public and business community, who rely on services from institutions like the ORC, the study provides a better understanding of the relationship between employee behavior and institutional image. A positive staff brand fosters confidence in the integrity, professionalism, and efficiency of government operations factors that ultimately influence compliance, cooperation, and service satisfaction.

1.8 Scope of the Study

The study focuses on the Office of the Registrar of Companies. It examines staff branding practices and their effects on corporate image, primarily from the perspectives of employees and external stakeholders. The study does not cover branding at the organizational communication or marketing strategy level, but instead zeroes in on employee behavior, awareness, and internal culture.

1.9 Organization of the Study

This research is organized into five chapters, each addressing key aspects of the study to ensure a clear and logical flow of information:

Chapter one (1) presents the background of the study, the statement of the problem, the purpose of the study, research objectives, research questions, significance of the study, scope and limitations, and the organization of the study. Chapter two (2) reviews relevant theoretical frameworks and empirical studies related to staff branding, corporate image, and their interplay, with a focus on public sector organizations. Chapter three (3) outlines the research design, population and sampling techniques, data collection methods, data analysis procedures, trustworthiness measures, and ethical considerations used in the study. Chapter four (4) presents and interprets the data collected, organized around emerging themes from the qualitative analysis, with direct quotations from participants to support findings. The final chapter summarizes the key findings, discusses the conclusions drawn from the study, and provides recommendations for policy, practice, and further research.

1.9.1 Limitations of the Study

One limitation of the study is that it is confined to a single institution, which may limit generalizability to other government agencies. Additionally, some employees and stakeholders may be hesitant to provide honest feedback due to fears of reprisal or confidentiality concerns. The study attempts to mitigate this by assuring anonymity and using neutral language in its instruments.

1.9.2 Definition of Key Terms

Staff Branding

In many organizations, staff are viewed as the “living face” of the brand. When employees embrace and reflect the values of their organization, they communicate more than just services;

they project the organization's identity to the outside world. Scholars such as Punjaisri and Wilson (2007) describe this as staff acting as "brand ambassadors," suggesting that branding is not limited to logos or marketing campaigns but is expressed in the everyday conduct, attitudes, and communication of employees. In this sense, staff branding ensures that the internal values of an organization are consistently reflected in its external relationships, shaping how stakeholders perceive and trust the institution.

In service-driven institutions, especially within the public sector, staff branding plays a critical role in shaping corporate reputation. For instance, at the Office of the Registrar of Companies, clients often form their opinions of the entire organization based on their encounters with frontline staff. A courteous, helpful, and professional employee strengthens the organization's image, while a dismissive or inefficient attitude can harm public trust (King & Grace, 2012). This highlights that branding is not only the responsibility of communication teams but is shared across all employees who interact with the public.

Moreover, consistent staff branding helps build long-term stakeholder confidence and loyalty. When employees consistently demonstrate professionalism and align with organizational values, they create a reputation of reliability and integrity for the institution (Punjaisri & Wilson, 2011). On the other hand, negative encounters such as rudeness or lack of responsiveness can undermine years of institutional credibility. Therefore, investing in staff branding through training, effective internal communication, and reinforcement of organizational values is vital for sustaining a strong corporate image.

Corporate Image

The idea of corporate image has long been central to discussions about how organizations are perceived by the public and their key stakeholders (Balmer & Greyser, 2006). It represents the collective impression that individuals form about an organization over time, based on their direct experiences, communication encounters, and the behavior of its representatives (Nguyen

& Leblanc, 2001). In essence, corporate image is not created by the organization alone but emerges from the ongoing relationship between the organization and those who interact with it. As Balmer and Greyser (2006) note, corporate image is a multidimensional concept shaped by factors such as employee behavior, visual identity, corporate communication, and the overall quality of service delivery.

Dowling (2004) emphasizes that corporate image serves as a vital intangible asset that contributes to organizational legitimacy, trust, and loyalty. A positive image not only helps attract and retain clients but also enhances the organization's resilience during times of crisis or public scrutiny. For public institutions like the Office of the Registrar of Companies (ORC), corporate image plays an even more significant role because their credibility depends largely on public trust and perceptions of fairness, professionalism, and transparency (Wæraas & Byrkjeflot, 2012). When citizens perceive the institution as efficient and responsive, their confidence in its operations increases, leading to stronger relationships and improved service outcomes.

Moreover, the corporate image of a public organization is closely tied to the actions and attitudes of its employees. Staff members act as daily representatives of the institution's values and are often the primary point of contact between the organization and the public. Studies by King and Grace (2012) and Mosley (2007) suggest that employees' behavior, professionalism, and communication style significantly influence how clients interpret the brand identity of an institution. In this sense, every staff interaction whether courteous or indifferent contributes to the cumulative perception of the organization's image.

In today's highly transparent communication environment, where citizens can easily share their experiences online, maintaining a consistent and positive corporate image has become even more challenging. Public institutions must therefore pay greater attention to how they communicate their purpose, values, and commitments to stakeholders (Tkalac Verčič & Vokić,

2017). This involves not only external public relations but also internal branding initiatives that help align employees' behavior and understanding with the institution's overall vision. For the ORC, ensuring that all staff embody professionalism, courtesy, and efficiency in their dealings with clients can substantially enhance its corporate image and strengthen public trust in its mandate.

Internal Branding

Internal branding has become a crucial aspect of modern organizational strategy, especially in service-oriented and public institutions where employees represent the face of the brand. It goes beyond traditional marketing approaches by focusing on how employees internalize and live the organization's brand values in their daily roles. Essentially, it is about creating a shared understanding of what the organization stands for and ensuring that this understanding translates into consistent behaviour and service delivery. As King and Grace (2008) emphasize, internal branding involves deliberate actions such as leadership communication, employee engagement, and training initiatives that help align individual conduct with the organization's broader mission and brand promise.

Burmann and Zeplin (2005) add that when employees emotionally connect with the brand, they develop a sense of ownership and pride, which strengthens their commitment to delivering on the brand's promise. This emotional and behavioural attachment becomes a critical driver of brand performance, as motivated employees are more likely to exhibit behaviours that positively influence customer perceptions. Punjaisri and Wilson (2007) further assert that employees serve as "brand ambassadors," whose interactions with clients can either reinforce or weaken the brand image depending on how well they understand and embody its values.

In the context of public sector organizations, internal branding takes on an even deeper meaning. Unlike private firms that rely primarily on profit, public institutions depend on trust,

legitimacy, and public satisfaction to sustain their operations. Mosley (2007) points out that employees in such environments represent not just the organization, but also the credibility of government service delivery as a whole. When internal branding is effectively implemented, it fosters professionalism, empathy, and accountability qualities that enhance the institution's image in the eyes of the public (Ng'ang'a & Mwaura, 2013).

Moreover, a strong internal brand culture helps employees understand how their individual roles contribute to a larger purpose. According to Papasolomou and Vrontis (2006), effective internal branding bridges the gap between organizational goals and employee actions by ensuring that every member of staff comprehends and supports the institution's identity. Similarly, Schmidt and Baumgarth (2014) argue that internal branding enhances what they call "employee-based brand equity," where employees' shared values and positive attitudes directly reinforce the organization's reputation and service quality.

Ultimately, internal branding is not just about promoting organizational slogans or values it is about nurturing a culture where employees genuinely believe in the organization's mission and feel personally invested in its success. For institutions like the Office of the Registrar of Companies, this means that staff must view themselves as custodians of the organization's image. Through consistent communication, leadership example, and supportive policies, management can cultivate a workforce that delivers services aligned with the organization's vision, thereby strengthening its credibility and public trust (Wæraas & Byrkjeflot, 2012).

1.9.3 Chapter summary

This chapter laid the foundation for the study by introducing the concept of staff branding and its significance in shaping corporate image, particularly within public sector institutions such as the Office of the Registrar of Companies. The background of the study highlighted how employees, as representatives of the organization, play a critical role in influencing public

perceptions and stakeholder trust. The chapter also identified a gap in existing research concerning the relationship between staff branding and corporate image within regulatory government agencies in Kenya. This led to the formulation of the research problem, which centers on the need to understand how employees' branding behaviors affect the public image of the Office of the Registrar of Companies.

CHAPTER TWO

THEORITICAL FRAMEWORK AND LITERATURE REVIEW

2.0 Introduction

This chapter reviews relevant literature on staff branding and corporate image, aiming to establish a conceptual and theoretical foundation for the study. It explores key theories, defines major concepts, and reviews empirical research on how staff branding influences organizational image, particularly in public sector institutions such as the Office of the Registrar of Companies.

2.1 Theoretical Framework

2.1.2 Internal Branding as a Strategic Tool

Corporate image plays a vital role in shaping how organizations are perceived by stakeholders, influencing trust, credibility, and long-term success. According to (Nguyen and Leblanc,2001), corporate image is the overall impression an organization leaves in the minds of its stakeholders, encompassing reputation, values, identity, and behavior. (Fombrun,1990) argue that a positive corporate image strengthens stakeholder loyalty and builds sustainable relationships, while in public sector organizations, it directly impacts citizens' confidence in government services (Dowling, 2004). For agencies such as the Office of the Registrar of Companies, a strong corporate image is critical for fostering public trust and ensuring efficient service delivery.

Employees play a pivotal role in shaping corporate image as they serve as the first point of contact between the organization and its stakeholders. (King, 2008) highlight that employees act as brand ambassadors, influencing how external audiences perceive the organization through their conduct, professionalism, and communication. (Wilson, 2011) further emphasize that employees' behavior reflects the organization's values and promises, making them key contributors to reputation building. In public sector institutions, where citizens often rely on

frontline staff interactions to access essential services, employees' actions significantly shape public perceptions of reliability, transparency, and efficiency.

Internal branding has emerged as a strategic tool for aligning employees' attitudes and behaviors with the organization's brand identity. (Burmam and Zeplin, 2005) describe internal branding as a process of embedding brand values within employees to ensure they deliver on the brand promise. Engaged employees, according to Miles and Mangold (2004), are more motivated and committed to delivering positive experiences, which in turn strengthens corporate image. Bergstrom, Blumenthal, and Crothers (2002) argue that internal branding initiatives such as staff training, effective communication, and employee recognition enhance alignment between organizational culture and service delivery, thereby improving stakeholder satisfaction.

In public sector organizations and the need to build trust and relevance, staff branding is crucial for building institutional legitimacy and fostering citizen trust. Perry, Hondeghem, and Wise (2010) note that when employees understand and embody the mission and values of public institutions, they contribute significantly to enhancing organizational reputation. Wæraas (2008) explains that staff branding in government settings focuses less on profit-making and more on projecting professionalism, credibility, and transparency to the public. For institutions like the Office of the Registrar of Companies, staff branding ensures that employees consistently deliver services in a manner that reflects organizational values, promotes stakeholder confidence, and enhances the overall corporate image.

Several studies have emphasized the role of internal branding in facilitating staff alignment with organizational goals. According to Bergstrom, Blumenthal, and Crothers (2002), internal branding is essential to ensure employees not only understand but also believe in the brand. Their findings demonstrated that organizations with strong internal branding cultures had more

engaged employees who delivered more consistent customer experiences. Furthermore, Kimpakorn and Tocquer (2009) explored the relationship between internal branding, employee brand commitment, and customer satisfaction. Their study concluded that when employees felt emotionally connected to the brand, they were more likely to act in ways that supported the brand's reputation, thereby improving the organization's corporate image.

Social Identity Theory (SIT), introduced by Henri Tajfel and John Turner in the 1970s, explains how people see themselves through the groups they belong to. It emphasizes that individuals often draw pride, a sense of belonging, and self-worth from these group memberships, which then shape how they think, behave, and relate to others (Tajfel & Turner, 1979). It has become a key theory in understanding behavior in organizations, particularly in studies of branding, organizational culture, and employee identity. Social Identity Theory explains how individuals derive a sense of identity from the organizations and groups they belong to. In a workplace setting, when employees feel part of the organization's culture and values, they are more likely to align their behavior with its objectives. This alignment often manifests in how employees portray the institution to external stakeholders, reinforcing its image. What are the main assumptions of the theory? Any critiques of the theory? How relevant is the theory for your work/ how are you using the theory in your work as far as meeting your objectives are concerned despite the critiques. Provide a bit more explanation.

2.1.3 The Service-Profit Chain

The Service-Profit Chain is a key theoretical framework that connects employee satisfaction, service quality, and organizational performance. Developed by Heskett, Sasser, and Schlesinger (1994), this model explains how organizations can achieve sustainable profitability by investing in their employees and creating an environment that supports excellent service delivery. According to the theory, there is a direct link between how employees feel about their

work and the quality of service they provide. When employees are well-trained, motivated, and appreciated, they are more likely to deliver better service, which in turn enhances customer satisfaction and loyalty (Heskett et al., 1994).

(Heskett et al. 1994) developed the Service-Profit Chain theory to show how internal service quality influences employee satisfaction, which in turn enhances customer satisfaction and loyalty. While originally tailored for private enterprises, the model is also applicable to public agencies where service delivery is critical. The theory emphasizes that motivated, trained, and engaged employees are essential in delivering high-quality service, which contributes to a positive public image. What are the main assumptions of the theory? Any critiques of the theory? How relevant is the theory for your work/ how are you using the theory in your work as far as meeting your objectives are concerned despite the critiques. Provide a bit more explanation.

In the context of the Office of the Registrar of Companies (ORC), the Service-Profit Chain highlights the importance of staff branding and its impact on the organization's public image. Employees who identify with the organization's mission and values tend to exhibit professionalism, empathy, and commitment in their interactions with clients. This positive behaviour builds trust and confidence among clients, which strengthens the corporate image of the organization. As Loveman (1998) emphasized, satisfied employees often create satisfied customers, leading to improved organizational reputation and operational efficiency. Similarly, Zeithaml, Bitner, and Gremler (2018) note that internal service quality such as supportive leadership, adequate resources, and effective communication forms the foundation for consistent external service delivery.

Applying this framework to the Ghanaian public sector, especially the ORC, shows that improving staff welfare, training, and recognition systems can significantly enhance staff

performance and public perception. When employees feel valued and supported, they are more likely to represent the organization positively, act as ambassadors of its brand, and deliver services that reflect integrity and efficiency. Thus, the Service-Profit Chain offers a practical roadmap for aligning employee satisfaction with organizational reputation and customer trust, which are essential for maintaining a strong corporate image in a competitive service environment.

2.2 Concept of Staff Branding

Staff branding refers to the strategic alignment of employee behavior, attitudes, and communication with an organization's brand values. According to (Miles, 2004), employee branding is a process where employees internalize brand values and project them through their everyday roles. In this way, employees become brand ambassadors who reflect the organization's personality and promise to the public. (Sartain, 2006) argue that effective internal branding is key to ensuring employees consistently embody brand values, which can directly affect how the public perceives the organization.

Staff branding, also referred to as employee branding, involves aligning employees' values, behaviors, and interactions with the brand identity of an organization (Miles & Mangold, 2004). Research has shown that employees are among the most influential ambassadors of an organization, especially in service-based environments. When staff embody brand values, they become an extension of the organizational image, influencing external perceptions through every point of interaction with clients or the public (Wilson, 2007).

In a study by (King, 2008), employee brand commitment was found to significantly predict brand-consistent behaviors, especially when staff clearly understood the brand message and perceived alignment with their personal values. Organizations that invested in internal brand

communication and staff development saw improved consistency between their desired and perceived brand image.

Research by (Labrecque et al. 2023) explains a positive correlation between employees' personal brand clarity and increased customer engagement, depicted through upward trend lines in engagement metrics after personal branding training. In the same regard, Smith & (Anderson,2022) explains that close to 78% of organizations reported improved public perception when employees consistently demonstrated brand-aligned behaviors.

However, (Nguyen et al. 2023) using a longitudinal study explained how internal branding practices focused on staff personal branding contributed to a 15% increase in corporate reputation scores over 18 months.

2.3.2 Impact of Staff Behavior on Corporate Image

Corporate image is shaped not just by advertising and communication but also by the perceived behavior and professionalism of employees (Balmer & Greyser, 2006). Especially in the public sector, where face-to-face service delivery is common, staff conduct can influence trust, credibility, and overall satisfaction (Perry et al., 2010). For example, (Park,2013) found that public confidence in a government agency was directly tied to staff responsiveness, courtesy, and knowledge during service delivery. Similarly, (Apéria,2004) emphasized that brand image deteriorates quickly when there is a mismatch between an organization's brand promise and employee conduct. This "brand gap" creates confusion and can diminish stakeholder trust, making consistent staff branding a strategic necessity.

The way staff behave plays a central role in shaping how the public views an organization. For service-oriented institutions like the Office of the Registrar of Companies (ORC), staff members are often the main point of contact for clients, making their actions a direct reflection

of the institution. Professionalism, respect, and clear communication create a positive impression, helping to build trust and confidence in the organization. On the other hand, negative behaviors such as impatience, poor communication, or indifference can quickly damage the public's perception, regardless of the organization's policies or official messages.

As Perry, Hondeghem, and Wise (2010) explain, the legitimacy of public institutions depends greatly on employees' ability to live out organizational values in their daily work.

Findings from this study show that ORC staff understand the weight of their role in influencing public perception. Frontline staff and client service officers noted that their behavior during interactions often determined whether clients left with trust or frustration. External stakeholders, including frequent clients and business association representatives, also stressed that their confidence in ORC was shaped not only by the services delivered but by how those services were provided. This supports earlier research by Kimpakorn and Tocquer (2009), who found that employee commitment to embodying brand values significantly influences customer satisfaction. In the case of ORC, consistent professionalism and supportive interactions were identified as essential to sustaining a positive corporate image and strengthening relationships with stakeholders.

2.3.3 Staff Branding in the Public Sector

Staff Branding in the Public Sector and Its Link to Corporate Image

While staff branding has been extensively explored in private sector organizations, its application within public institutions remains comparatively under-researched. Public sector agencies often face unique challenges that affect their ability to deliver a consistent and positive brand image. (Gikonyo, 2018) highlights factors such as bureaucratic rigidity, low employee motivation, and weak internal communication as barriers that limit effective staff branding in government institutions. These challenges can lead to a disconnect between institutional values

and the quality of service experienced by citizens. Given that public organizations rely heavily on employee interactions to build trust, credibility, and legitimacy, implementing structured staff branding initiatives is crucial for aligning employee behavior with organizational values and strengthening overall institutional reputation.

Despite these insights, most of the existing literature has focused either on the private sector or broad public service contexts. There remains a significant research gap concerning how structured staff branding initiatives influence corporate image in specific public institutions such as the Office of the Registrar of Companies. Exploring this relationship further is essential to guide public agencies in developing branding strategies that foster employee engagement, enhance service delivery, and ultimately build public trust and a positive corporate image.

2.4 Research Gaps

Although scholarly interest in staff branding and specifically on how its influence on corporate image has grown over the past two decades, research within the public sector context remains relatively limited. The majority of existing studies have focused on private sector organizations (Kimpakorn & Tocquer, 2009) or have been conducted in developed economies, leaving a contextual and geographical gap in understanding how public institutions in sub-Saharan

Africa, particularly Ghana, utilize staff branding to shape stakeholder perceptions.

Furthermore, studies in public sector branding (Wæraas & Byrkjeflot, 2012; de Chernatony & Segal-Horn, 2003) largely emphasize organizational identity and reputation management at an institutional level, often overlooking the pivotal role of employees as brand ambassadors in influencing public trust and service experiences. Empirical evidence examining structured staff branding initiatives in administrative and regulatory agencies such as the Office of the Registrar of Companies is scarce.

2.5 Chapter Summary

This chapter provided a review of theories and existing literature related to staff branding and corporate image. It discussed key concepts, highlighted the role of employees in branding, and reviewed empirical studies that support the connection between employee behavior and organizational reputation. The chapter also identified a research gap in public sector contexts, particularly within regulatory bodies like the Office of the Registrar of Companies. The next chapter outlines the methodology for investigating these relationships.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology employed in this study to explore how staff branding affects corporate image, with a focus on the Office of the Registrar of Companies. The chapter details the research design, population and sampling methods, data collection instruments, data analysis techniques, trustworthiness of the study, and ethical considerations. Given the exploratory nature of the study, a qualitative research design was adopted to gather in-depth insights from participants.

3.1 Research Design

This study employed a qualitative research design, specifically using a case study approach. According to Creswell and Poth (2018), qualitative case studies allow researchers to explore real-life experiences and processes in detail within a specific context. The case study method was selected because it allows an in-depth exploration of how staff branding practices influence public perception and the corporate image of the Office of the Registrar of Companies.

The qualitative design enabled the collection of rich, narrative data from participants, capturing their thoughts, experiences, and perceptions elements that are crucial for understanding the complex social phenomenon of branding in public service. A qualitative approach is appropriate for investigating complex social phenomena where understanding the depth and context of participants' experiences is essential (Creswell & Poth, 2018).

Qualitative research is characterized by its emphasis on understanding phenomena from the perspectives of those experiencing them. It allows researchers to gather rich, detailed data that provide insights into participants' thoughts, feelings, and behaviors within their natural settings (Creswell & Poth, 2018). This approach is particularly suitable for this study, as it seeks to

understand the nuanced ways in which staff behaviors and attitudes contribute to the organization's public image. Within the qualitative paradigm, a case study strategy is employed.

A case study involves an in-depth, contextual analysis of a bounded system, such as an organization, event, or process (Yin, 2018). This method is advantageous when the research aims to answer "how" and "why" questions about contemporary phenomena within real-life contexts, especially when the boundaries between the phenomenon and context are not clearly evident (Yin, 2018). In this study, the Office of the Registrar of Companies Greater Accra head office serves as the case, providing a bounded system within which to examine the interplay between staff branding and corporate image. The case study design facilitates a comprehensive understanding of the organization's internal branding practices and their external perceptions.

The choice of a qualitative case study design is justified by the study's objectives and the nature of the research questions. According to Creswell and Poth (2018), qualitative research is suitable when the goal is to explore a phenomenon in depth and understand the meanings individuals assign to it. The case study approach, as outlined by Yin (2018), is particularly effective for examining complex social processes within their real-life contexts.

By focusing on a single organization, the study can delve deeply into the specific practices, cultures, and experiences that shape staff branding and corporate image. This depth of analysis is essential for uncovering the mechanisms through which staff behaviors influence public perceptions.

3.1.1 Integration of Literature

The research design adopted for this study draws heavily on well-established academic perspectives that emphasize the importance of coherence between research questions, methodology, and the overall objectives of a study. Creswell and Poth (2018) highlight that a

qualitative approach is most effective when the researcher seeks to understand how people make meaning of their experiences within a particular context. This approach allows for deeper insights into human behavior, perceptions, and attitudes, which are essential in understanding how staff branding influences the corporate image of a public institution such as the Office of the Registrar of Companies (ORC). The authors also stress the importance of reflexivity encouraging researchers to remain aware of their own role in shaping the research process, thus ensuring authenticity and credibility in data interpretation.

Similarly, Yin (2018) provides a strong foundation for case study research by outlining a structured framework that guides the collection and analysis of data within real-world settings. His approach emphasizes the importance of multiple data sources, triangulation, and contextual understanding to produce valid and reliable findings. For this study, Yin's principles support the decision to use a case study design, as it enables a detailed exploration of the ORC's internal branding practices and their effect on public perception. Through this approach, the study captures the lived realities of staff members and stakeholders, ensuring that findings reflect both organizational and human dimensions of branding.

Other scholars also reinforce the relevance of these methodological choices. Merriam and Tisdell (2016) argue that qualitative case studies are particularly useful when investigating organizational processes, as they allow the researcher to capture not just what happens, but why it happens. Their view supports the idea that studying staff branding within a single institution provides a meaningful understanding of the dynamics that shape corporate image. In addition, Saunders, Lewis, and Thornhill (2019) emphasize that a sound research design must integrate theoretical grounding, methodological rigor, and ethical considerations to ensure the study's trustworthiness and scholarly contribution.

Taken together, these perspectives form the backbone of the current research design. They ensure that the study is not only methodologically sound but also deeply reflective of the real-world experiences of employees and clients within the ORC. The integration of these academic insights ensures that the findings contribute both to theoretical discussions on staff branding and to practical strategies for improving corporate image in public sector institutions.

3.1.2 Data source

The data for this study was collected directly from both internal and external stakeholders of the Office of the Registrar of Companies (ORC). Internally, employees at different levels of the organization were interviewed, including frontline staff, client service officers, and department heads. These groups were selected because of their direct role in shaping public interactions and influencing how the organization's image is perceived.

Externally, data was obtained from frequent clients and representatives of business associations who regularly engage with the ORC. Their perspectives were valuable in understanding how staff behavior and branding practices affect public trust and satisfaction.

By combining insights from both employees and external stakeholders, the study was able to capture a balanced view of how staff branding contributes to the corporate image of the ORC. This triangulation of data sources also strengthened the reliability and depth of the findings.

3.1.3 Target Population

The target population consisted of head office employees of the Office of the Registrar of Companies, particularly those involved in public engagement, such as front office staff, customer service personnel, and department heads. These individuals were chosen because their interactions with stakeholders significantly influence how the public perceives the organization. Additionally, a small number of key stakeholders such as frequent clients or

representatives of business associations who regularly interact with the office were also included to provide an external perspective on corporate image.

Interview Sample Size

Employees: 15 participants, representation from:

Frontline staff: 8 interviews (they directly interact with the public daily).

Client service officers: 4 interviews (they handle inquiries and complaints).

Department heads/supervisors: 3 interviews (they influence policy and oversee service standards).

External stakeholders:

8 participants, including:

Frequent clients 5 interviews.

Business association representatives: 3 interviews.

This gives a **total of about 23 interviews**, which aligns with qualitative research recommendations for achieving **data saturation** while maintaining manageable data analysis (Guest et al., 2006).

3.2 Sampling Technique and Sample Size

The study will use purposive sampling, a non-probability sampling technique where participants are selected based on their knowledge, roles, and relevance to the research objectives. According to Palinkas et al. (2015), purposive sampling is suitable for qualitative studies because it ensures the selection of information-rich cases.

A total of 23 participants were selected:

10 staff members from different departments,

3 departmental supervisors or team leaders,

10 external stakeholders who regularly engage with the office.

The sample size was guided by the principle of data saturation, which occurs when no new insights or themes emerge from additional interviews (Guest, Bunce, & Johnson, 2006).

3.3 Data Collection Methods

Data will be collected using semi-structured interviews. This instrument is chosen because it allows for flexibility while still focusing on key themes. The interviews will be guided by an interview protocol consisting of open-ended questions designed to elicit detailed responses about:

- i. The employees' understanding of staff branding.
- ii. Their experiences with internal branding initiatives.
- iii. The role of leadership in promoting branding.
- iv. How staff behavior influences public perception.
- v. Stakeholders' experiences and perceptions of the office's image.

All interviews will be audio-recorded (with consent) and later transcribed for analysis.

3.3.1 Data Collection Procedure

Prior to data collection, permission will be obtained from the management of the Office of the Registrar of Companies and ethical clearance sought. Participants will be contacted via email or telephone and invited to participate voluntarily. Informed consent forms were issued and signed.

Interviews will be conducted face-to-face in a quiet setting within the office premises. Each session lasting between 30 and 45 minutes, ensuring ample time for participants to share their views freely. For the external stakeholders, interviews were conducted via telephone or zoom, depending on convenience.

3.4 Data Analysis

The information gathered from the interviews will be examined using thematic analysis, a flexible method that allows researchers to identify and interpret patterns within qualitative data. Following the steps suggested by Braun and Clarke (2006), the process began with reading and

re-reading the transcripts to become fully familiar with the participants' views. After this, key words and recurring ideas will be highlighted and coded to capture their meaning. These codes were then grouped into broader categories to form potential themes.

The next stage involves reviewing the themes carefully to ensure they are supported by the data and accurately reflected what participants shared. Once refined, each theme will be clearly described and named to show its relevance to the research questions. The final stage involves weaving these themes into a clear narrative, using participants' own words to support the findings. This approach provides a systematic yet flexible way of analyzing the data while giving voice to the participants and drawing meaningful insights connected to the study's objectives.

3.4.1 Trustworthiness of the Study

To ensure credibility, transferability, dependability, and confirmability criteria for trustworthiness in qualitative research (Lincoln & Guba, 1985) the following measures were adopted:

Credibility: Achieved through prolonged engagement with participants and peer debriefing.

Transferability: Ensured by providing thick descriptions of the study context and participant responses.

Dependability: Maintained by keeping an audit trail of decisions and procedures throughout the research process.

Confirmability: Enhanced through reflexive journaling to reduce researcher bias and by validating findings with participants (member checking).

3.4.2 Ethical Considerations

The study adhered to strict ethical guidelines to protect the rights of participants. Ethical approval was obtained before data collection. Key ethical principles included:

Informed consent: Participants were informed about the study purpose and gave written consent.

Voluntary participation: All participation was voluntary, with the option to withdraw at any time without consequence.

Confidentiality: Names and identifiers were anonymized in the transcripts and final report.

Privacy: Interviews were conducted in private, and all data were stored securely.

3.5 Chapter Summary

This chapter described the qualitative methodology used to explore the impact of staff branding on corporate image at the Office of the Registrar of Companies. It discussed the research design, target population, sampling strategy, data collection methods, data analysis procedures, and ethical considerations. The qualitative approach provided the flexibility and depth needed to understand the nuanced role of employees in shaping public perceptions of the institution.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.0 Introduction

This chapter presents the findings of the study on *Examining the Impact of Staff Branding on Corporate Image at the Office of the Registrar of Companies (ORC)*. Data were collected through semi-structured interviews administered using two sets of interview guides: one for staff and another for clients/stakeholders. The study based on data collected from 23 participants, comprising both staff of the Office of the Registrar of Companies (ORC) and external stakeholders. Among the staff, 15 employees within the head office (Greater Accra) were interviewed, including 8 frontline staff, 4 client service officers, and 3 department heads /supervisors. In addition, 8 external stakeholders were engaged, consisting of 5 frequent clients and 3 representatives of business associations. This segmentation ensured a balanced representation of perspectives from those who directly deliver services and those who experience the outcomes. Semi-structured interviews served as the main instrument, enabling participants to provide detailed insights.

4.1 Objective One:

How Staff Behaviour and Interactions Shape the ORC's Public Image

The findings indicate that staff behaviour is the primary factor shaping the ORC's public image. Frontline officers perceive themselves as the “face” of the organisation, recognising that each client interaction carries the potential to strengthen or weaken public trust. Staff highlighted the importance of professional conduct, courteous communication, and small gestures—such as clear explanations, warm greetings, and patient guidance—in creating positive client experiences. As one officer explained:

“When clients walk in, we are ORC to them. How we speak to them tells them what the whole institution is like.” (Fieldwork, 2025)

Employees consistently acknowledged that their behaviour, communication, and responsiveness play a central role in shaping public perceptions. Many frontline staff emphasized that they are often the first and sometimes the only representatives’ clients encounter, positioning them as the “face” of the ORC. In this role, staff see themselves as responsible for creating the initial impression that clients carry throughout their engagement with the organisation. One respondent highlighted:

“We are the first people clients see, so whatever impression they form about us is what they use to judge the entire ORC.” (Fieldwork, 2025)

To manage the ORC’s image effectively, employees stressed the importance of being courteous and approachable, offering polite greetings, demonstrating patience, and providing attentive assistance. They strive to maintain professionalism, ensuring that services are delivered competently even under challenging circumstances such as long queues, complex procedures, or demanding clients. As one staff member noted:

“Even when the office is busy, a polite greeting and clear guidance can change the whole interaction. It shows that we care and that the ORC is professional.” (Fieldwork, 2025)

Despite this awareness, employees acknowledged challenges in consistently maintaining service standards, particularly during periods of high workload, limited resources, and system inefficiencies. Training gaps and inconsistent internal communication were identified as key factors affecting staff confidence and service consistency. External stakeholders mirrored these observations, noting that positive interactions build trust, while inconsistencies such as

conflicting information or hurried service can undermine confidence in the ORC. One client observed:

“Sometimes you meet a very professional officer, and the next time someone seems stressed or rushed. It affects trust because the experience is not predictable.” (Fieldwork, 2025)

Despite their commitment, staff noted that their ability to consistently uphold these roles is constrained by workplace challenges, including inadequate training, unclear or uncoordinated internal communication, heavy workloads, and limited resources. Nevertheless, employees remain dedicated to delivering high-quality service, understanding that their conduct directly influences how the public perceives the ORC and contributes to the institution’s overall reputation.

“Sometimes a simple explanation is enough to calm a client who comes in already frustrated. It shows how much our attitude matters in shaping their view of the ORC.” (Fieldwork,2025)

Another staff member highlighted the importance of empathy in handling challenging situations:

“Clients often arrive stressed or confused. When we stay calm, patient, and professional, it usually changes the whole dynamic of the interaction.” (Fieldwork,2025)

Staff also emphasized their role in professional service delivery, recognizing that efficiency, accuracy, and reliability are essential to reinforcing the ORC’s credibility. Even under difficult circumstances such as long queues, system delays, or limited resources employees strive to maintain high standards. A supervisor explained:

“Even when the queues are long or resources are limited, we remind staff that their professionalism affects how clients perceive the whole organization.” (Fieldwork,2025)

However, the study also highlighted that workplace challenges constrain staff ability to consistently deliver the desired level of service. Many respondents admitted that factors such as inadequate training, unclear communication channels, or overwhelming workloads occasionally hinder their ability to respond optimally to clients. One staff member noted:

“We know what is expected of us, but sometimes the workload and lack of clear instructions make it hard to perform perfectly. Still, we try to do our best because we understand the impact on the ORC’s image.” (Fieldwork,2025)

Despite these challenges, staff remain committed to upholding the institution’s image. Their awareness of being the ORC’s “face” fosters a conscious effort to manage interactions professionally, patiently, and courteously. This dual role serving clients effectively while simultaneously representing the organization positions staff as both frontline ambassadors and stewards of the ORC’s reputation.

“How we talk to clients, how fast we respond, even our attitude people see all that as the image of the ORC. Most clients never meet management; they only meet us. So in their minds, we are the ORC.” (Fieldwork,2025)

Overall, the insights reveal that staff understand the weight of their role in shaping the ORC’s reputation. They recognize that every interaction contributes to the broader narrative about the institution’s professionalism and credibility. Their reflections highlight both a strong commitment to maintaining a positive image and a need for institutional support that enables them to consistently perform at the level expected by the public.

Professionalism: Professionalism was described by staff as encompassing courtesy, punctuality, and adherence to established procedures, as noted by a supervisor.”

“Professionalism here is not just about dressing well; it’s about how we handle people’s issues, even when they are frustrated.” (Fieldwork,2025)

Personal Values: Several employees linked their personal values to their work. One said:

“I was raised to treat people with respect. That value aligns with the organization’s demand for fairness and integrity.” (Fieldwork,2025)

Qualities Staff Should Demonstrate: Commonly mentioned qualities included patience, integrity, transparency, and empathy.

“Clients often come in stressed or confused. Showing patience, being honest, transparent about procedures, and understanding their concerns helps build trust and reflects well on the ORC.” (Fieldwork,2025)

Interpretation: The findings indicate that staff recognize their critical role in representing the ORC’s image, understanding that their behavior and communication directly influence client perceptions. This aligns with literature showing that employees act as key ambassadors of organizational reputation. Studies on internal branding and employee behavior demonstrate that when employees internalize organizational values and are supported with training and clear communication, they engage in brand-supportive behaviors that enhance service quality, client trust, and institutional credibility (Balmer & Greyser, 2003; Burmann et al., 2009; Mekonnen, 2021; Fombrun, 1996; Kaiser & Ringel, 2021). In essence, staff serve as frontline representatives whose professionalism, courtesy, and adherence to procedures are central to sustaining the ORC’s positive public image.

4.2 Objective Two:

Staff–Client Interactions and Public Perception

Both staff and clients highlighted that everyday interactions form the strongest basis on which the public builds trust or mistrust in the ORC. Staff members were clear that their conduct in

these encounters directly shapes how clients evaluate the institution's professionalism, credibility, and overall reliability. Clients likewise confirmed that their impressions of the ORC are not shaped by official documents or public statements, but by the attitudes and behaviours of the officers they meet at service desks. From the perspective of staff, respectful communication emerged as the foundation of a positive service experience. Employees explained that when they take time to listen attentively, explain procedures clearly, and respond politely, clients tend to remain calm and cooperative even when facing delays or complications. *"Clients often judge the ORC based on how we interact with them. Being polite, listening carefully, and explaining things clearly usually makes them more patient and cooperative."* (Fieldwork,2025)

Several frontline officers noted that many clients arrive already stressed especially those seeking urgent business registrations or dealing with compliance issues so displaying patience and empathy often helps to de-escalate tension. Staff also shared that clients typically appreciate transparency; when officers honestly explain the reason for a delay or provide accurate expectations about processing time, clients feel more respected and reassured.

"Many clients arrive already stressed, especially those who need urgent business registrations or are dealing with compliance issues" (Fieldwork,2025).

If we remain patient, listen carefully, and try to understand their concerns, it often helps calm them down. Sometimes all it takes is a clear explanation of the process or the reason for a delay. When clients know what to expect and feel that we are honest with them, they tend to be more cooperative and less frustrated. Our behavior during these interactions directly affects how they view the ORC they judge our professionalism, reliability, and fairness based on how we treat them, not just on the documents or rules we enforce." (Fieldwork,2025)

However, staff acknowledged that maintaining consistently positive interactions can be challenging. High volumes of clients, limited resources, and occasional misunderstandings about service requirements sometimes place pressure on officers. During peak periods, staff admitted that they may unintentionally appear hurried or less attentive, which can create frustration for clients. Despite these pressures, many employees described personal strategies such as taking short pauses between clients or seeking support from colleagues to help manage difficult interactions professionally.

“Sometimes the crowd is too much, and you are trying your best, but clients think you are ignoring them. Even on tough days, we try to stay polite because one negative interaction can spoil someone’s whole experience of the ORC.” (Fieldwork, 2025)

Clients, on the other hand, emphasized that the tone and attitude of staff significantly influence their overall perception of the ORC. Positive experiences were often tied to officers who demonstrated courtesy, patience, and a willingness to guide them through unfamiliar processes.

“When staff take time to explain each step and remain calm and polite, it makes a big difference. You feel respected and confident that the ORC is professional.” (Fieldwork,2025)

Another client added:

“Even if the process is complicated or slow, a friendly and helpful officer can make the experience smooth and reassuring. It changes how you see the institution as a whole.”
(Fieldwork,2025)

These observations reinforce the finding that **staff behavior is central to client trust and public perception**, highlighting the importance of interpersonal skills in service delivery and institutional image management.

Many clients recalled instances where staff took extra time to clarify procedures or help them complete forms, which left a strong impression of competence and care. *“I remember one officer who spent almost 10 minutes explaining each step of the registration process. It made me feel that the ORC really knows what it is doing. The staff member patiently helped me fill out the forms and checked my documents carefully. That level of attention left a very positive impression.”* (Fieldwork,2025)

Still, clients also highlighted recurring concerns. These included inconsistent information across departments, long waiting times, and moments when staff appeared overwhelmed or abrupt. Such experiences led some clients to question the institution’s efficiency and reliability. Stakeholders particularly business associations echoed these concerns, stressing that uneven service delivery across units sometimes weakens confidence in the ORC’s ability to serve as a predictable and client-focused public agency.

“For businesses, predictability is key. When processes vary or information is unclear, it makes planning difficult and reduces trust in the institution. We appreciate the staff effort, but uneven service across units sometimes creates the impression that the ORC is not fully client-focused.” (Fieldwork,2025)

Staff consistently emphasized that respectful communication forms the foundation of positive client experiences and perceptions of the ORC. Employees recognized that their behavior in everyday interactions directly shapes how clients evaluate the institution’s professionalism, reliability, and overall credibility. One client service officer explained:

“Clients often judge the ORC based on how we interact with them. Being polite, listening carefully, and explaining things clearly usually makes them more patient and cooperative.” (Fieldwork,2025)

Frontline officers noted that many clients arrive stressed, particularly when handling urgent business registrations or compliance issues. Demonstrating patience and empathy in such situations often helps de-escalate tension. A staff member highlighted:

“Many clients come in frustrated or anxious. Taking the time to listen patiently and show understanding usually calms them and makes the interaction smoother.” (Fieldwork,2025)

Transparency was also identified as crucial. Providing honest explanations for delays or clearly outlining expectations reassures clients and builds trust. As one officer remarked:

“Clients appreciate when we clearly explain why something takes time. Even if there is a delay, being honest and upfront earns their trust.” (Fieldwork,2025)

Clients themselves confirmed that staff behavior strongly influences their perception of the ORC. Positive experiences were tied to officers who demonstrated courtesy, patience, and a willingness to guide clients through unfamiliar processes. One client noted:

“When staff take time to explain each step and remain calm and polite, it makes a big difference. You feel respected and confident that the ORC is professional.” (Fieldwork,2025)

Several clients also recalled instances where staff went the extra mile to clarify procedures or assist with form completion, leaving a strong impression of competence and care:

“The staff member patiently helped me fill out the forms and checked my documents carefully. That level of attention left a very positive impression.” (Fieldwork,2025)

At the same time, both clients and stakeholders highlighted recurring challenges. Inconsistent information across departments, long waiting times, and moments when staff appeared overwhelmed or abrupt occasionally undermined confidence in the institution. A client remarked:

“Sometimes I get different answers depending on which desk I approach. It can be confusing and makes you wonder if the office really knows what it is doing.” (Fieldwork,2025)

Similarly, business association representatives observed:

“Service delivery is not consistent across departments. One unit may be very efficient while another takes much longer, which can weaken confidence in the ORC’s reliability.”

(Fieldwork,2025)

Overall, the findings illustrate that staff behavior is central to building public trust. Respectful communication, empathy, transparency, and competence help foster positive client experiences, whereas inconsistent service or visible staff stress can erode confidence. Staff interactions thus play a critical role in shaping the ORC’s institutional image.

4.3 Objective Three:

Experiences of Internal Branding Practices

The study revealed mixed views on how internal branding is practiced within the ORC. While staff generally understood the values and mandate of the institution, many felt that the structures meant to reinforce these values were not yet strong or consistent enough to guide their daily work. Employees described internal branding as present in principle but not fully integrated into the organizational culture in a way that actively shapes behaviour, expectations, and service standards. Most staff recalled receiving some form of orientation when they joined the institution usually focused on basic procedures, departmental functions, and general expectations of professionalism. However, they noted that this initial orientation was not followed by regular or structured training that reinforces ORC’s mission, values, or service standards over time. Several employees expressed that without ongoing development, they

often rely on personal judgment or peer guidance rather than clear institutional direction when engaging with clients. This gap, they explained, contributes to variations in service quality across units.

“We know the ORC’s values, but there’s no strong system that reminds us or guides us every day. When you join, they give you an orientation, but it’s mostly about procedures. After that, there isn’t much follow-up training. “We don’t have regular training to reinforce the mission and values, so sometimes we just use our own discretion when dealing with clients.” (Fieldwork,2025)

Communication of organizational values appeared inconsistent across the ORC. While mission statements and vision messages were displayed in some offices, staff indicated that these values were rarely actively discussed or linked to service expectations. Employees explained that updates or reminders connecting their daily tasks to ORC’s broader institutional goals were uncommon. As one officer noted:

“We see the mission and vision on the wall, but no one really talks about what it means for our daily work. Most of what I do comes from how my colleagues handle things or what I’ve learned informally.” (Fieldwork,2025)

Another staff member added:

“There is no regular discussion connecting our tasks to the ORC’s overall goals. Sometimes it feels like everyone interprets the brand differently.” (Fieldwork,2025)

A related theme that emerged was limited feedback and recognition. Staff reported that they rarely receive formal feedback beyond routine supervision, and guidance on embodying ORC’s values is limited. Many emphasized that recognition for good performance would strengthen their commitment to the organization’s brand. One employee shared:

“When we do something well, no one acknowledges it. And if we make mistakes, we’re often left to figure it out on our own. Recognition and guidance would motivate us to represent the ORC better.” (Fieldwork,2025)

Another staff member remarked:

“Feedback isn’t consistent. Sometimes I wonder if the work I put in actually matters or reflects the ORC’s values.” (Fieldwork,2025)

Resource constraints were also cited as a barrier to effective internal branding. Employees described challenges such as inadequate equipment, high workloads, and occasional system breakdowns, which hinder their ability to deliver expected service. Staff highlighted that these limitations sometimes negatively influence client perceptions, even when the issues are beyond their control. One respondent explained:

“Clients can get frustrated when systems fail or processes take longer than expected, and they sometimes blame the staff, even though it’s not our fault.” (Fieldwork,2025)

Another added:

“It’s difficult to maintain service standards when we lack sufficient resources or the workload is too high. It affects how clients see us, regardless of our effort.” (Fieldwork,2025)

Despite these limitations, staff expressed a strong desire for a more cohesive internal branding system. They believed that consistent communication, stronger leadership involvement, regular capacity-building sessions, and mechanisms for recognizing good performance could foster a more unified internal culture. One officer commented:

“If the ORC invested in regular training, clear updates, and acknowledged good work, I think staff would feel more connected and confident in representing the organization.”
(Fieldwork,2025)

Another employee emphasized:

“Knowing that our efforts are seen and guided by clear values would make it easier for us to act as ambassadors of the ORC.” (Fieldwork,2025)

Overall, the findings indicate that while internal branding exists within the ORC, it remains fragmented. Staff hold positive attitudes and are committed to delivering good service, but the institution’s internal branding practices need to be more deliberate, continuous, and supportive to achieve consistent representation of the ORC’s identity and values.

Limited feedback and recognition were also highlighted as challenges. Staff reported receiving minimal formal performance feedback beyond routine supervision. Many expressed a desire for guidance on embodying ORC values and recognition for good service, noting that this would strengthen commitment and motivation. One employee explained:

“When we do something well, no one acknowledges it. And if we make mistakes, we’re often left to figure it out on our own. Recognition and guidance would motivate us to represent the ORC better.” (Fieldwork,2025)

Another added:

“Feedback isn’t consistent. Sometimes I wonder if the work I put in actually matters or reflects the ORC’s values.” (Fieldwork,2025)

Resource constraints further limited effective internal branding. Staff cited inadequate equipment, high workloads, and occasional system breakdowns as factors that hindered their ability to deliver the service standards the ORC aims to project. These challenges sometimes affected client perceptions, even when staff had no control over the situation. One respondent noted:

“Clients can get frustrated when systems fail or processes take longer than expected, and they sometimes blame the staff, even though it’s not our fault.” (Fieldwork,2025)

Another commented:

“It’s difficult to maintain service standards when we lack sufficient resources or the workload is too high. It affects how clients see us, regardless of our effort.” (Fieldwork,2025)

Despite these limitations, staff expressed a strong desire for a more cohesive internal branding system. They emphasized that consistent communication, stronger leadership involvement, regular capacity-building sessions, and recognition of good performance could foster a more unified internal culture. One officer stated:

“If the ORC invested in regular training, clear updates, and acknowledged good work, I think staff would feel more connected and confident in representing the organization.”
(Fieldwork,2025)

Another added:

“Knowing that our efforts are seen and guided by clear values would make it easier for us to act as ambassadors of the ORC.” (Fieldwork,2025)

Although the Office of the Registrar of Companies (ORC) has established a foundation for internal branding, there remains significant potential to strengthen staff development, reinforce organizational values, and provide structural support to better align employee practices with the institution’s brand identity. Insights from interviews with both staff and external stakeholders revealed several strategies for enhancing the ORC’s image and service delivery.

“We know the ORC has its values, but without ongoing training and support, it’s hard for us to consistently reflect them in our daily work. Regular refresher training and guidance would help us align our actions with the ORC’s mission and provide better service to clients.” (Fieldwork, 2025)

Employees consistently highlighted the importance of continuous training and refresher programs. One staff member explained, “Regular training helps me stay updated with the latest

policies and procedures. It makes me more confident in assisting clients correctly.” Another added, *“Without refresher courses, it’s easy to forget important steps, and that can affect how the public sees us.”* These responses suggest that ongoing capacity-building is essential for ensuring that the public receives reliable and consistent support.

Another key theme emerging from the interviews was the need for improved digital systems. Both staff and clients noted that outdated or slow processes often cause frustration. As one staff member remarked, *“Sometimes the system takes too long, and clients get impatient. A faster online platform would make a big difference.”* Similarly, an external stakeholder noted, *“If registration and inquiries could be done more efficiently online, it would save time and increase our trust in the ORC.”* These comments underscore the importance of investing in modern, streamlined digital tools to enhance transparency and efficiency.

Employees also emphasized the value of recognition and appreciation for good performance. One respondent stated, *“When our efforts are acknowledged, it motivates us to maintain professionalism and deliver quality service.”* Another observed, *“Small gestures like celebrating milestones or giving incentives make a big difference in morale.”* These insights suggest that staff recognition programs can reinforce positive behaviors and strengthen the organization’s internal culture.

External stakeholders further highlighted the need for consistent service delivery. One client noted, *“Some staff are very helpful, while others are not as responsive. It would be good if everyone followed the same standards.”* Stakeholders recommended stronger accountability measures and customer feedback systems to ensure uniformity in service quality.

Taken together, these findings indicate that both structural and cultural improvements are necessary. Enhancing staff training, upgrading digital infrastructure, recognizing staff

achievements, and implementing accountability mechanisms would not only improve efficiency but also strengthen the ORC’s reputation and public trust.

Table 4.1: Summary of Key Findings from Interviews

Theme	Staff Responses (15 Participants)	Client/Stakeholder Responses (8 Participants)	Overall insight
Role in Representing ORC Image	Staff recognized their responsibility in shaping ORC’s image, highlighting professionalism, integrity, and courteous service. Some noted challenges in balancing personal values with organizational expectations.	Clients observed that staff behavior directly reflects the Office’s reputation. Positive encounters improved trust, while negative attitudes created lasting negative impressions.	Both groups agree staff are central to ORC’s public image.
Professionalism and Conduct	Employees emphasized punctuality, politeness, and competence as key traits. Some cited lack of resources as a barrier to consistent professionalism.	Stakeholders valued respectful treatment and consistency, but raised concerns about occasional delays and unprofessional conduct.	Professionalism is viewed as essential but not always consistently demonstrated
Client Interactions	Frontline staff reported that respectful communication and problem-solving strengthen client trust. They admitted challenges in handling difficult clients.	Clients stressed that empathy, patience, and responsiveness define good service. Instances of poor communication undermined trust.	Client interactions strongly influence ORC’s image and trustworthiness.
Internal Branding Practices	Staff mentioned induction and occasional training, but noted gaps in ongoing capacity building and reinforcement of ORC values. Recognition of good performance was limited	Clients perceived inconsistency in service delivery across departments, suggesting weak internal alignment with organizational standards.	Stronger internal branding and consistent training are needed.
Suggested Improvements	Regular training, better digital systems, and recognition for staff performance.	Improved accountability, consistency, and faster service delivery.	Both groups want better systems, stronger support, and accountability.

4.4 Chapter Summary

This chapter presented and analyzed findings from 23 interviews. The results showed that staff at ORC view themselves as ambassadors of the institution, with professionalism and values shaping public trust. Staff–client interactions were found to be critical in influencing

perceptions, where positive engagement promoted satisfaction and credibility while poor service damaged reputation. Internal branding practices, though present, were inadequate and inconsistently applied, leaving staff under-supported in representing ORC's image. Overall, the data highlight the strong link between staff behavior, client experiences, and the corporate image of the Office of the Registrar of Companies.

The findings demonstrate that staff branding is central to ORC's corporate image and that improvements in staff support and training could significantly enhance stakeholder satisfaction and institutional reputation.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides an in-depth discussion of the key findings of the study, situating them within the context of the stated research objectives and the existing body of literature reviewed in earlier chapters. It examines how the personal and professional conduct of staff, their communication practices, and internal branding initiatives influence the corporate image and public perception of the Office of the Registrar of Companies (ORC). The chapter begins by summarizing the main findings, highlighting patterns, trends, and notable insights that emerged from the data. It then analyzes these findings in relation to the theoretical frameworks and empirical studies discussed in the literature review, identifying consistencies, contradictions, and unique contributions of this study.

5.1 Discussion of Findings

This section discusses the study's major findings in relation to the research objectives, existing scholarly literature, and the theoretical frameworks underpinning the study. The discussion is organized around the three core themes: (i) staff perceptions of their role in shaping the ORC's corporate image, (ii) the influence of staff–client interactions on public perception, and (iii) the status of internal branding practices within the ORC. The aim is to show how the empirical results compare with the reviewed literature and whether they support or contradict the propositions made in the adopted theories.

5.1.1 Staff Perceptions of Their Role in Representing the ORC's Image

The findings indicate that staff at the ORC generally recognize their role as frontline representatives of the organization's image. Many expressed awareness that their behaviour, professionalism, and responsiveness shape public perception of the institution. This aligns

strongly with Corporate Branding Theory, which argues that employees are key carriers of the corporate identity and influence external reputation (Balmer & Greyser, 2006). According to this theoretical lens, an organization's image is co-created through the day-to-day actions of its staff, and the ORC's results affirm this proposition.

Further, the finding is consistent with Ind's (2007) argument that employees serve as the "living brand," reinforcing or diminishing organizational identity through their conduct. The results agree with similar findings by Punjaisri and Wilson (2007), who showed that employees who understand their brand role are more committed to delivering brand-aligned service. Respondents' awareness at the ORC mirrors this pattern.

Comparatively, the results also echo King and Grace (2008), who found a positive association between employee brand awareness and corporate image in public service settings. Like their study, ORC staff acknowledged that their daily interactions frame public trust in the institution.

However, unlike Miles and Mangold (2014), who observed that not all employees in public institutions have a clear self-concept as brand ambassadors, this study found relatively higher levels of brand-role awareness. This may suggest that the ORC's internal communication, though not perfect, has at least succeeded in sensitizing staff on their representational roles.

Overall, the findings largely support the theoretical propositions that employees are important brand agents and align with most of the empirical literature reviewed.

The findings largely support the theoretical arguments, while also highlighting areas where practice diverges from theory.

Corporate Branding Theory emphasizes that an organization's reputation is communicated not only through formal statements or marketing, but also through employee behaviour, particularly frontline staff interactions with clients. This argument is strongly supported by the

findings: staff consistently recognized that they are often the first point of contact and that their conduct directly shapes client perceptions. Clients corroborated this view, noting that impressions of the ORC were formed more through staff behaviour than official documents. This confirms the theory's assertion that employees serve as vital conduits for institutional image.

Internal Branding Concepts posit that structured internal communication, continuous training, leadership support, and recognition are essential for employees to internalize organizational values and consistently reflect them in their work. The study's findings partially support this argument. While employees clearly understood the ORC's mission and values, gaps in continuous training, inconsistent feedback, and weak reinforcement of values limited their ability to consistently align behaviour with organizational expectations. This reveals a tension between the theoretical ideal of fully integrated internal branding and the practical realities observed at the ORC.

Service Quality Models, including SERVQUAL, assert that service quality is evaluated along dimensions such as reliability, responsiveness, empathy, assurance, and tangibles, most of which are influenced by frontline employees. The findings confirm this perspective: courteous communication, transparency, and patient engagement were key determinants of positive client experiences. However, recurring challenges such as inconsistent information across departments, long waiting times, and resource constraints illustrate that even competent employees may struggle to maintain service standards, highlighting the impact of systemic limitations on service quality.

5.1.2 Influence of Staff–Client Interactions on Public Perception of the ORC

The study found that staff–client interactions especially responsiveness, professionalism, courtesy, and clarity of communication significantly influence how clients perceive the ORC.

Clients who experienced delays, poor communication, or unfriendly engagement expressed dissatisfaction and associated these experiences with the organization as a whole. This aligns with the Service Quality (SERVQUAL) Model, which posits that customer satisfaction and institutional image are shaped by reliability, assurance, empathy, and responsiveness (Parasuraman et al., 1988). The ORC findings strongly reflect these dimensions.

These results are reinforced by Grönroos' (2001) Service Quality framework, which emphasizes functional quality referring to how service is delivered as a primary driver of organizational reputation. Respondents' concerns about tone, attitude, and delays affirm Grönroos' assertion that interpersonal quality is central to public trust.

The findings also align with Ndhlovu and Sigauke (2020), who found that staff attitude in African public institutions significantly shapes perceptions of credibility and transparency. Similarly, Amoako and Dartey-Baah (2022) reported that poor engagement by frontline staff in Ghanaian public agencies directly affects institutional reputation and public trust.

Additionally, the study's results correspond with Barnett, Jermier, and Lafferty (2006), who argue that consistent, respectful, and transparent communication improves stakeholder evaluations of an institution. The ORC findings reflect these dynamics, as positive interactions were associated with a more favourable corporate image.

However, some divergence appears when compared with Wæraas and Byrkjeflot (2012), who suggested that public institutions often struggle with uniformity in service delivery due to bureaucratic constraints. While the ORC exhibits uneven service experiences, several participants acknowledged pockets of excellence suggesting a more mixed reality than Wæraas and Byrkjeflot predicted.

In sum, the study's findings strongly align with the literature and theoretical frameworks, confirming the central role of staff–client interactions in shaping institutional image.

5.1.3 State of Internal Branding Practices at the ORC

The findings show that although the ORC has made efforts towards internal branding such as orientation sessions, customer service initiatives, and internal communication these efforts remain inconsistent and insufficient. Staff noted limited refresher training, inadequate knowledge of organizational values, and minimal reinforcement mechanisms. This partially supports Internal Branding Theory, which holds that sustained internal communication, training, and cultural reinforcement are required to align employee behaviour with the corporate brand (Burmamann & Zeplin, 2005).

The findings align with the concerns raised by Vallaster and de Chernatony (2005), who argue that internal branding in the public sector often suffers from lack of resources and fragmented implementation. Similarly, Melewar, Foroudi, and Dinnie (2016) found that public organizations struggle to maintain consistent internal brand messaging due to bureaucratic and structural limitations. Your results reflect the same pattern at the ORC.

Related to Keller's (2003) Brand Equity Model, which emphasizes the need for internal brand knowledge as a prerequisite for brand-consistent behaviour. The limited internal training at ORC partially contradicts this model because, although employees are aware of their brand role, they lack structured support to fully embody it.

Additionally, the findings corroborate Chong (2007), who found that inadequate internal branding leads to gaps between organizational identity and actual employee behaviour. This was evident in the ORC where staff commitment to representing the brand is sometimes undermined by structural challenges such as unclear communication channels and inadequate support systems.

However, the findings differ from Iglesias and Bonet (2012), who argue that organizations with even minimal internal branding frameworks can achieve strong alignment if leadership is

committed. In the ORC's case, leadership commitment appears to be uneven, resulting in a moderate but not optimal level of brand alignment.

Overall, the results partially support internal branding theory and align with much of the literature, though they reveal gaps between intention and execution.

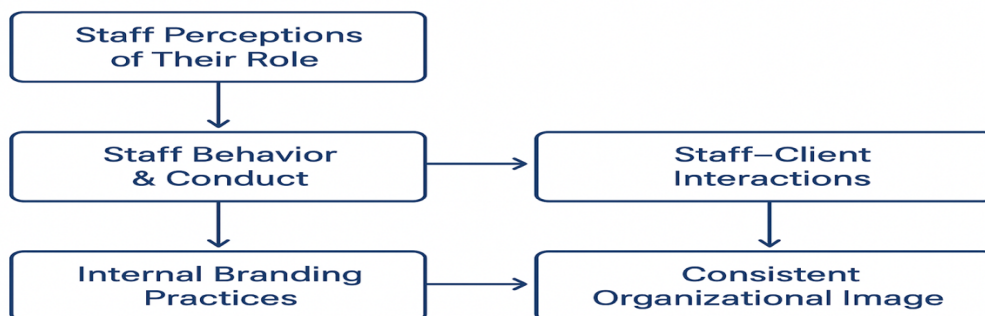
5.1.4 Overall Alignment with Theory and Literature

Across all three objectives, the study's findings are largely consistent with the theoretical propositions and empirical studies reviewed.

- i. Where the findings aligned, they reinforced the role of staff behaviour, communication quality, and internal branding structures in shaping corporate image. This aligns with findings from Mekonnen (2021), whose study in Ethiopian higher education institutions demonstrates that internal branding mechanisms including training, orientation, and consistent communication are crucial for fostering employees' brand-supporting behaviour. Likewise, research by Kaiser and Ringel (2021) confirms that when staff internalize brand values through structured internal branding practices, they are more likely to act as brand ambassadors, delivering consistent service and improving institutional credibility.
- ii. Empirical studies in similar contexts further reinforce this connection between internal branding and service delivery. Cobblah (2020) found that in a Ghanaian multinational organization, strong internal communication, leadership support, and training enabled employees to consistently reflect organizational values in client interactions. These findings mirror staff accounts at the ORC, where inconsistent reinforcement of values and limited feedback sometimes resulted in variation in service quality across units.

- iii. Overall, the alignment between these findings and existing literature underscores that **effective internal branding and deliberate attention to employee behaviour are critical drivers of corporate image**. Where employees are supported, trained, and consistently guided to embody organizational values, they are more likely to engage in brand-supportive behaviours that foster client trust, satisfaction, and positive perceptions of institutional reliability. Conversely, gaps in these internal mechanisms can lead to inconsistent service delivery, potentially undermining public confidence.
- iv. Where the findings diverged such as ORC staff having higher brand-role awareness than expected, or leadership commitment being inconsistent these deviations highlight unique contextual realities within the Ghanaian public service environment.

Figure 5.1: Conceptual Flow of Staff Branding and ORC Corporate Image



Description:

- i. **Staff Perceptions of Their Role:** Employees’ understanding of their responsibility as organizational ambassadors.
- ii. **Staff Behavior & Conduct:** Daily professional conduct, including communication, appearance, and attitude, which reflects personal branding.
- iii. **Staff-Client Interactions:** Direct engagement with clients; quality of interaction influences satisfaction and trust.

- iv. **Internal Branding Practices:** Organizational support, training, and reinforcement of mission, vision, and values that empower staff to consistently represent the ORC.
- v. **Public Perception & Trust:** Clients' evaluation of the ORC based on interactions and experiences.
- vi. **Consistent Organizational Image:** The ultimate outcome of aligned perceptions, conduct, and branding, resulting in strengthened corporate reputation.

5.2 Conclusions

From the findings, it can be concluded that staff at the ORC are aware of the significance of their role in shaping the institution's image, yet they often lack the necessary organizational support to consistently demonstrate the expected standards. Interactions with clients remain a critical factor in determining public perception, with professionalism, respect, and responsiveness serving as the most valued qualities. Internal branding practices exist within the institution but remain fragmented and inadequate, resulting in staff not being fully aligned with the organizational values they are expected to represent.

The study concludes that employees at the Office of the Registrar of Companies (ORC) play a central role in shaping how the institution is perceived by the public. Staff members are fully aware that their daily interactions, attitudes, and conduct have a direct influence on the organization's image. However, despite this understanding, many employees feel that the level of institutional support needed to help them consistently uphold these standards is limited. The absence of continuous professional development, clear communication, and adequate supervision has made it difficult for staff to fully translate organizational values into practice. This gap highlights the need for stronger and more structured internal systems that empower staff to act as confident and professional representatives of the institution.

The findings further show that client interactions are a key determinant of how the public forms opinions about the ORC. Many clients base their judgment not only on the outcome of their service requests but also on the quality of engagement with staff. Professionalism, courtesy, empathy, and responsiveness were seen as defining features of positive experiences, while delays, poor communication, or dismissive attitudes often led to frustration and mistrust. This suggests that improving interpersonal relations and communication among staff can significantly enhance the organization's reputation and foster public trust.

Although the ORC has made efforts to promote internal branding through activities like staff orientations and service guidelines these initiatives are not yet integrated into a comprehensive and sustained organizational strategy. As a result, employees often operate in isolation without a shared sense of purpose or a unified understanding of the organization's identity. For the ORC to strengthen its corporate image, it must build a culture that consistently reinforces its mission and values through regular engagement, feedback mechanisms, and capacity-building programs. A well-supported and motivated workforce is essential to maintaining professionalism, improving service quality, and ensuring that every staff member becomes a true ambassador of the organization's brand and reputation.

5.3 Recommendations

To bridge the identified gaps, this study recommends that the Office of the Registrar of Companies (ORC) prioritize strengthening its internal branding practices. One of the most effective ways to achieve this is through regular and well-structured training programs that focus on professionalism, customer care, and alignment with the organization's core values. Such initiatives would not only enhance staff competence but also ensure that the public experiences consistent, high-quality service.

Equally important is the creation of deliberate and accessible channels for gathering client feedback. By actively listening to the concerns and suggestions of clients, ORC can continuously refine its services, address weaknesses, and build stronger public trust. Alongside this, staff should be supported with adequate resources, recognition of their efforts, and consistent supervision. These measures would boost morale, encourage commitment, and empower employees to act as confident ambassadors of the organization.

Finally, the study emphasizes the need to clarify and enforce service delivery standards across all departments. Consistency in client interactions is critical to shaping a positive corporate image. To reinforce this, ORC's mission and values should be more actively communicated and embedded in daily practice through staff meetings, workshops, and other internal engagements. By combining these efforts, ORC can position itself as a trusted public institution with a strong, credible image.

5.4 Suggestions for Further Research

While this study has provided valuable insights into how staff branding influences the corporate image of the Office of the Registrar of Companies (ORC), there remains room for further exploration. One promising area is the role of digital branding and online service platforms in shaping public perceptions of public institutions. As more citizens turn to digital channels for services, understanding how staff engagement is reflected through virtual interactions could provide deeper insights into building trust and credibility in the digital age.

Future research could also take a comparative approach by examining staff branding practices across other regulatory agencies in Ghana or similar contexts. Such studies would not only highlight differences and common challenges but also identify best practices that can be adapted by ORC and other public institutions. This broader perspective would enrich the literature on staff branding within the public sector and contribute to more effective strategies for strengthening public trust and institutional reputation.

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APPENDIX

Appendix 1.0 Interview Guide

This interview guide was developed to support the study “*Examining the Impact of Staff Branding on Corporate Image: A Case of the Office of the Registrar of Companies (ORC)*.” It is designed to collect views from both staff and external stakeholders on how employee behaviour, internal branding practices, and staff–client interactions shape the ORC’s corporate image. The questions are organized around three key objectives: understanding staff perceptions of their role in representing the organization, examining how staff–client interactions influence public perception, and exploring how employees experience internal branding within the institution.

The guide uses a semi-structured format, combining open-ended questions with response options to encourage detailed feedback while ensuring consistency across participants. All interviews are voluntary, and responses will remain confidential, used only for academic purposes. By applying this approach, the study aims to capture diverse perspectives that will contribute to strengthening the ORC’s reputation, trust, and public image.

1. How do you see your role in shaping the public image of the Office?
2. What behaviours or qualities should staff demonstrate to uphold ORC’s reputation? (Select all that apply)
3. Can you describe a situation where your actions directly influenced a client’s impression of the organization?
4. How do you connect your personal values with the values of the Office?
5. In your opinion, how should ORC staff present themselves to be seen as professional representatives?

Section B: Staff–Client Interactions and Public Perception

6. How would you describe your typical interactions with clients?
7. What aspects of client service make the strongest impression on the public?
8. Have you experienced situations where staff conduct affected a client’s trust in the Office?
9. How do you usually handle dissatisfied or difficult clients?
10. What behaviours most strongly influence how the public perceives ORC?

Section C: Internal Branding Practices

11. What training/orientation have you received since joining ORC?
12. How are the mission and values of the organization communicated to you?
13. In what ways do you feel supported in representing ORC's image?
14. What challenges do you face in aligning with ORC's values and service standards?
15. What improvements would you suggest to strengthen internal branding?

Instrument 2: Client/Stakeholder Interview Guide (Semi-Structured)

Introduction

This interview guide is designed to collect insights from clients and external stakeholders who interact with the Office of the Registrar of Companies (ORC). The purpose is to understand how staff behaviour, communication, professionalism, and responsiveness shape stakeholder perceptions of the ORC's corporate image. Participation is voluntary, and all responses will be treated with confidentiality. There are no right or wrong answers; participants are encouraged to respond honestly based on their personal experiences with the institution.

Section A: Perceptions of Staff as Representatives of ORC

1. How do you perceive staff of the ORC?
2. What attitudes/qualities positively reflect ORC's image?
3. Have you had experiences where staff behaviour created a negative impression of ORC?
4. Do you believe staff demonstrate professionalism expected of a public institution?
5. How can ORC staff better represent the organization's image?

Section B: Staff–Client Interactions and Public Perception

6. How would you describe your interactions with ORC staff?
7. What staff behaviours most affect your satisfaction?
8. Have you ever lost or gained trust in ORC because of staff conduct?
9. What makes a client feel respected or disrespected?
10. Do staff interactions influence your willingness to continue using ORC services?

Section C: Experiences of Branding and Service Delivery

11. How consistent is service across staff members?
12. What impression do staff attitudes leave about ORC’s mission/values?
13. Do you feel ORC communicates its values effectively through staff?
14. What challenges have you experienced in service delivery?
15. What improvements would you suggest to strengthen ORC’s reputation?

Appendix 1.1 Request letter

Samuel Awuni
P O Box 1389 Kanda, Accra
Tel: 0242805414
Email: sammi.awuni@yahoo.co.uk

The Head-Policy Planning, Research, Monitoring and Evaluation
Office of the Registrar of Companies
Accra

9th October, 2025

Dear Madam,

REQUEST FOR PERMISSION TO CONDUCT ACADEMIC RESEARCH AT THE OFFICE OF THE REGISTRAR OF COMPANIES

I am a student of the University of Media, Arts and Communication (UniMAC) undertaking an academic research study titled “**Examining the Impact of Staff Branding on Corporate Image: A Case of the Office of the Registrar of Companies.**” The study forms part of the requirements for the completion of my academic programme.

The purpose of the research is to explore how staff members’ personal and professional branding influence the public image and trust of the organization. It seeks to provide insights into how employee behavior, communication, and professional identity contribute to the overall reputation of the Office.

To achieve the objectives of this study, I kindly seek permission to administer structured questionnaires to selected staff within your institution. The questionnaires are designed to gather information on the following key areas:

1. Staff Perception and Responsibility: How employees perceive their role in representing and shaping the organization’s image.
2. Professional Conduct and Branding: The extent to which professionalism, personal presentation, and communication reflect organizational values.
3. Public Engagement and Service Delivery: How staff-client interactions influence public trust and the corporate image.
4. Organizational Support: How institutional policies and culture promote or influence staff branding practices.

All information collected will be used strictly for academic purposes and treated with utmost confidentiality. No individual responses will be disclosed, and findings will be presented in aggregate form.

I would be grateful if permission could be granted to carry out this study within a suitable timeframe convenient for your office.

Thank you for your kind consideration and anticipated cooperation.

Please find attached a letter of introduction from the University of Media, Art and Communication

Yours faithfully,

Samuel Awuni

Appendix 1.3 Introduction Letter



UniMAC
UNIVERSITY OF MEDIA, ARTS AND COMMUNICATION

Faculty of Business and Strategic
Communications (UniMAC-IJ)

9th October 2025

Office of The Registrar of Companies
Accra

Dear Sir/Madam,

LETTER OF INTRODUCTION

I hope this letter finds you well.

I respectfully write to formally introduce **Mr. Samuel Awuni (MASPRM24030)** an MA student from the University of Media, Arts and Communication – Institute of Journalism (UniMAC – IJ) who is conducting a research thesis as part of her coursework titled; (**“Examining the Impact of Staff Branding on Corporate Image: A Case of the Office of the Registrar of Companies”**).

The bearer of this letter has identified your institution as a key case study for his topic. he would greatly appreciate the opportunity to have a conversation, to interview and work with your staff regarding the above topic.

Please let us know a suitable time for this engagement. We sincerely appreciate your consideration on this request and look forward to your positive response.

Should you require any further details, please do not hesitate to contact Mr. Samuel Awuni on 0242805414 email, Sammi.awunu@yahoo.co.uk.

Yours Sincerely,

Noel Nutsugah, PhD
HoD, Public Relations
nnutsugah@unimac.edu.gh

Tel: +233 (0)302 228 336
Fax: +233 (0)302 221 750

Address: No. 6 Adamafo
Link, North Dzorwulu -

fopam@gij.edu.gh
www.unimacgh.edu.gh