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ENTERPRISE IDENTITY FOR PUBLIC SERVICE PENSIONSFUND, ESWATINI

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A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the Degree of Master of Management in Strategic Marketing.

Declaration

I, Makhosazana Simelane, declare that this research study report with the title “Enterprise Identity for Public Service Pensions Fund, Eswatini” is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Management in the field of Strategic Marketing at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.



_____

Makhosazana Simelane

Signed at Mbabane ,Eswatini on the 28 day of February 2024.

Abstract

The past years have shown a lot of organisations evolving and paying identity to their corporate identity. These organisations have responded to the demands of setting themselves apart from the competition and this has resulted in a competitive strategy. Organisations that have embraced corporate identity have shown to have direction and purpose. The study aims to investigate the corporate identity of the Public Service Pensions Fund (PSPF) in Eswatini. To attain its goal, the study employed three objectives, namely, investigate brand logo, website, social media, advertising on social media, brand identification on corporate identity and in turn internal customer satisfaction. Investigate how the Public Service Pensions Fund can remain distinct from its marketplace competitor. Investigate the influence of internal marketing determinants on internal customer satisfaction. For this research a quantitative method was used and a survey that was self-administered was also used. A sample size of 150 was executed and a 5-point Likert scale was used for this purposive sampling. The findings uncover that website, advertising on social media and brand identification positively influence corporate identity. Brand logo and social media were found not to influence corporate identity. The study also revealed that corporate identity does not significantly impact internal customer satisfaction. Internal marketing determinants were found to positively influence internal customer satisfaction. This research study aims to fill a gap both academically and practically in Eswatini by assisting PSPF's internal and external stakeholders understand the corporate identity of the Public Service Pensions Fund and for PSPF to come up with corporate identity strategies, which would assist the organisation align with and strengthen.

Keywords*: corporate identity, brand logo, website, social media, advertising on social media, brand identity, internal customer satisfaction, internal marketing determinants.*

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I express gratitude to God. Without Him, I never would have progressed as far as I have. He has carried me. To God be the glory!

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Lastly a big thank you to my Supervisor, Dr Melissa Zulu, for her guidance and support.

Dedication

This research is dedicated to my mother who has believed in me and in the education of the girl child.

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List of Acronyms

AUM	Asset Under Management
AVE	Average Variance Extracted
BPOPF	Botswana Public Officers Pension Fund
FSCA	Financial Sector Conduct Authority
FSRA	Financial Services Regulatory Authority
GEPF	Government Employees Pension Fund
GIPF	Government Institutions Pension Fund
HR	Human Resources
HTMT	Heterotrait-monotrait ratio
IPEC	Insurance & Pensions Commission
M	Mean
NAMFISA	Namibia Financial Institutions Supervisory Authority
NAPSA	National Pension Scheme Authority
NBFIRA	Non-Bank Financial Institutions Regulatory Authority
OECD	Organization for Economic Cooperation and Development
PIA	Private: Pensions and Insurance Authority
PLS-SEM	Structural Equation Model with Partial Least Squares
PSPF	Public Service Pensions Fund

RMSR	root mean square residual
SAVCA	Southern Africa Venture Capital and Private Equity Association
SD	Standard deviation
SRMR	standardised root mean square residual
VIF	variance inflation factor
ZESA	Zimbabwe Electricity Supply Authority

Chapter 1 Overview and Background to the Study

1.1 Introduction

Corporate identity is the collection of meanings that a business uses to make itself recognised and enable others to talk about, remember, and relate to it (Brown &Wäppling, 2020**)**. This study focuses on investigating corporate identity, specifically of the Public Service Pensions Fund (PSPF), a government-owned enterprise within the Eswatini pension fund sector. Scholars have defined corporate identity in many ways. According to Heide et al. (2023), corporate identity refers to the characteristics of an organisation that its members view as essential, durable, and distinctive. Corporate identity entails determining what an organisation stands for, comprehending its core or distinguishing features, and communicating internal organisational attributes to diverse stakeholders (Tourky, 2020). Agyapong and Amponsah (2020) maintained that corporate identity is everything that sets a company apart from its competitors. It is what makes a company unique. Corporate identity includes everything that brings out the individuality of the brand through its values, aim and moral image. Corporate identity refers to an organisation's individuality and how it presents itself to the outside world.

Halim and Rizal (2022) justified that logos, merchandising, and advertising are all part of a business identity. An organisation's identity can be determined by the way it looks. Nothing is more crucial than the company logo when it comes to branding initiatives. Given the origins of corporate identification in design, a new or updated logo and design are almost certainly required. Numerous corporate identity consultancies, which are graphic design consultancies, have contributed to the emphasis placed on graphic design in firm identity research (Balmer, 2001). Visual identity and design are the most used means to express identity transitions, including name changes, which are typically followed by changes to the corporate image. This is because they are the most spoken about aspects of corporate identity (Nguyen et al., 2018). Institution of higher learning have changed their identity through logos, mottos and slogans. In today's university

environment, where external stakeholders are crucial to survival, building a strong brand is essential to marketing tactics (Shahnaz, 2020).

Developing a unique corporate identity that enables an organisation to convey its identity and activities to stakeholders is tricky for companies operating in fiercely competitive markets. Creating a compelling message that enumerates the primary business values can be challenging because there are many stakeholders, each with distinct needs, including consumers, employees, and shareholders (Bravo, 2016). A clear, unified corporate identity provides a company with direction and purpose. It also acts as a competitive strategy, which some companies have grown to understand whilst some organisations struggle to articulate and communicate their brand (Greyser & Urde, 2019).

Whilst the focus can be on how companies can build their identities, internal stakeholders are often omitted in such discussions. Baofo et al. (2019) identified a concept called employer image. Employer image is about a company efficiently expressing its principles, personality, and culture to its clients to develop the desired identity. According to Sarasvuo (2021**),** there hasn't been much empirical research in marketing that has looked at how internal stakeholders view the corporate identity in connection to the organisational identity and how those views vary. Erjansola et al. (2021) stated that corporate identity will become stronger if internal and external stakeholders work to develop a shared understanding of the brand identity.

Developing a strong corporate brand and branding is well-documented in product and service-oriented organisations; however, government-owned enterprises need more attention in literature (Cullinan, 2017). The Public Service Pensions Fund in Eswatini is one of the government-owned entities that have received less attention in the corporate identity literature, hence the development of this study.

Modern technologies, globalization and COVID 19 have brought about changes in the world. In marketing communication, technology and the digital era are pervasive and seem natural. Globalization has led to a greater sense of interpersonal connection among people. The COVID pandemic has greatly changed the marketing communication landscape and as such organisations have had to change their corporate communication strategies to stay competitive. Given the swiftly changing nature of marketing communication, the study will incorporate studies on brand management and digital

communication post COVID 19. These studies will unveil the recent trends and discoveries enabling the study to provide a more contemporary viewpoint.

The study anticipates developing practical influences for the organisation which are significant in creating a forward-thinking organisation identity. Bick et al. (2008) argued that certain initiatives ought to aid in the creation of the inspiring corporate identity. Initiatives like an organisational structure, integrated systems and processes, internal regulations and norms for business behavior and communications, and core values. Leijerholt (2021) suggested that these elements may have a significant impact on both the implementation and core concepts of public sector branding, particularly internal brand management.

Bick et al. (2008) identified a gap in recognising the ideal corporate identity for organisations and there is a need for outlining the steps that top management should take to win over all pertinent stakeholders. Leijerholt (2021) emphasised the significance of an organisation's identity and values, along with the values of its staff and leadership, in the field of political administration. These factors, particularly internal brand management, could have a big impact on the execution and basic principles of public sector branding. Reghunathan (2021) argued that service delivery by the government and department branding are relatively new, especially in emerging nations. All parties involved have found these tactics to be advantageous, though. Sarasvuo (2021) stated that sometimes there is blurring and overlapping of the lines between corporate and organisational identities. Organisational features like size, which was both defining and differentiating was incorporated in identities. Erjansola et al (2021) recommends including the community in the branding process and developing the resilience to withstand pushback in the case of organisations that are very value oriented, such as public-sector institutions and businesses heavily emphasising values.

1.2 Research Gap and Problem Statement

Various scholars have widely defined corporate identity. Heide et al. (2023) defined corporate identity as the characteristics of an organisation that its members view as essential, durable, and distinctive. Corporate identity is the collection of meanings that a business uses to make itself recognised and enable others to talk about, remember, and relate to it (Brown & Wäppling, 2020**)**. Halim and Risal (2022) stated that logos, merchandising, and advertising are all part of a business identity. A company's identity

can be determined by the way it looks. Nothing is more crucial than the company logo when it comes to branding initiatives.

In South Africa, corporate identity has been researched, contrary to Eswatini. This study focuses on understanding the corporate identity of pension fund entities by investigating the corporate identity of the Public Service Pensions Fund in Eswatini and heightening PSPF's brand visibility.

The Pension Fund industry has grown dramatically in recent decades, especially in sub-Saharan African countries, due to population growth and an increasing labour market. As a result, the pension industry has seen phenomenal growth (Sanusi & Kapingura, 2021). Pension Funds have dominated the world's financial markets as long-term investors with vast sums of money, influencing national riches, community development, industrial prosperity, and the operation of the global economy (Southern Africa Venture Capital and Private Equity Association [SAVCA], 2022).

Balmer and Podnar (2021) argued that the concept of corporate brand orientation can be extended to other industries in the private sector, and the effects of corporate marketing orientation on corporate brand orientation could also be examined. Leijerholt et al. (2019) argue that there is a need for increased clarity and understanding of how contextual circumstances influence the application and consequences of public sector branding activities. Furthermore, Leijerholt et al. (2019) stated that more research is required to investigate how departmental branding activities can enhance the organisational brand.

Buil et al. (2015) argued that there is a need for research (in the UK banking sector) towards a more comprehensive understanding of the significance of corporate brand identity management and its implications on brand performance and satisfaction, as well as staff commitment. O'Sullivan et al. (2018) contended that research is required to investigate how departmental branding activities can enhance the organisational brand in the public sector. Melewar (2017) stated that there is a gap in the comprehension of corporate identity management in the higher education sector by examining the significance of factors like diversity, ethics, and social responsibility in this sector. Sarasvuo (2021) asserted that applications of a diversity-based approach to corporate identity could be investigated in the real world, such as various methods of mapping diverse organisational identities and employee involvement in branding procedures.

Cullinan (2017) argued that comparative research should be done locally in South Africa between other state-owned enterprises and internationally between state-owned enterprise public broadcasters.

These scholars display that there is work that has been done in the public sector and private sector. However, research has yet to be done on corporate identity in the public or private sector in Eswatini. This paper aims to fill in that gap in the academic landscape. The research done by these scholars was used as a base for the study.

The findings of this study will inform PSPF's strategy in improving corporate identity and internal marketing. Bick et al. (2008) pointed out that effective management of an organisation's corporate identity can significantly contribute to the formation of positive and long-lasting perceptions of the company among different stakeholders. Sarasvuo (2021) highlighted that to foster employee identification and inspire staff members to engage in branding, organisations can also profit from mapping various perceived organisational identities and identifying them in corporate identity development, which includes mission, vision, and corporate values as well as strategic implementation. Potgieter & Doubell (2020) affirmed that an organisation's ability to innovate is increased by skilled and talented employees, which can improve financial performance and eventually help a company establish a solid reputation.

1.2.1 Purpose of the Study

To investigate the corporate identity of the Public Service Pensions Fund and the effect of internal marketing on internal customer satisfaction.

1.2.2 Research Objective

The research objectives are comprised of theoretical and empirical objectives.

1.2.2.1 Empirical Objectives

To address the primary objectives and research problem, the following objectives were formulated:

- To explore the effect of brand logo, website, social media, advertising on social media, brand identification on corporate identity and, in turn, internal customer satisfaction
- To investigate the influence of internal marketing determinants on internal customer satisfaction.

1.2.3 Research Questions

- To what extent do integrated marketing communication (IMC) elements (logo), website, social media, advertising on social media, and brand identification influencecorporate identity?
- Does corporate identity influence internal customer satisfaction?
- Do internal marketing determinants (Internal customer empowerment, internal customer communication and internal customer commitment) influence internal customer satisfaction?

1.3 Constructs and Preliminary Literature Review

This segment provides an initial review of the literature in relation to the constructs adopted in the proposed conceptual model. A thorough and in-depth analysis of the literature is provided in Chapters 2 and 3.

1.3.1 Main Dependent Construct

1.3.1.1 Corporate Identity

According to Heide et al. (2023), corporate identity is the collection of qualities that an organisation's constituents believe to be vital, strong, and unique. Corporate identity includes identifying an organisation's values, understanding its fundamental characteristics, and conveying them to various stakeholders (Tourky, 2020).

1.3.2 Supporting Constructs

1.3.2.1 Brand Logo

A brand logo is a visual cue, symbol, or sign that an organisation uses to set itself apart from rivals, either with or without brand names. A logo serves as an organisation's hallmark, evoking familiarity and modelling the brand of the business (Kaur & Kaur, 2018).

1.3.2.2 Website

The modern environment is primarily online and graphically oriented. With the rapid advancement of the internet and other technology (e.g., mobile phones, tablets), website use has become second nature in all aspects of society, and it is widely used in retail and service sectors (Ageeva et al., 2019). Several academic studies have acknowledged the value and cost-effectiveness of websites for corporate communication (Chaparro et al., 2022).

1.3.2.3 Social Media

The social media era has given organisations opportunities to pass on their perception of organisational and corporate identity through social media accounts. Organisations can communicate their existence on social media in a variety of ways, such as legitimate organisation pages. This has energised discussions around organisational and corporate identity (Di Lauro et al., 2020).

1.3.2.4 Advertising on Social Media

According to Zeng et al. (2022), social media is a powerful venue of communication for businesses to engage with customers and market products and services. Many businesses use product-related material in their social media advertising to elicit user feedback. With the use of social media, brands can now communicate with customers in both directions (Li et al., 2022).

1.3.2.5 Brand Identification

Brand identity is what a brand communicates when interacting with stakeholders (Iglesias & Ind, 2020). Leijerholt et al. (2019) argued that there is a growing need to comprehend

how to apply corporate branding ideas successfully as more public organisations show interest in doing so.

1.3.2.6 Internal Customer Satisfaction

Balmer & Podnar (2021) explored that internal customers are employees of an organisation**.** Employees can develop a psychological, and sometimes emotional, connection to a corporate brand. As a result, where there is organisational-wide identification with a corporate brand, a corporate brand orientation is developed.

1.3.2.7 Internal Customer Empowerment

According to Su et al. (2022), organisational empowerment enhances self-leadership through the mediating effects of self-efficacy, while uncertainty avoidance tempers this favourable indirect effect.

1.3.2.8 Internal Customer Communication

Haim (2022) claims that a strong identity improves employee engagement. If symbols are employed to state an organisation's identity clearly and consistently, stakeholders will be able to trust it.

1.3.2.9 Internal Customer Commitment

Companies increasingly understand that their staff are an integral element of their organisation and a significance their brand. Employees have an important task to be brand ambassadors, shape external perceptions, and at the end lead customer loyalty and business performance (Baca & Reshidi, 2023).

1.3.2.10. Brand Management

Kononenko (2021) stated that brand management employs several marketing methods and techniques to raise the perceived value of branded goods in the eyes of consumers. Based on the marketing strategy's aims, brand management allows product prices to rise and build loyal customers through pleasant associations and images, as well as increased brand awareness among potential consumers. Leijerholt (2021) agreed that adopting a

branding strategy has become a standard practice for numerous public sector entities seeking to maintain their desired viewpoints.

1.3.3.11. Internal Marketing

Leijerholt (2021) contended that an internal stakeholder relationship that appears to exist between departments in public sector organisation has been discovered. Such a relationship has the potential to both help and impede internal brand management. Eid et al. (2019) debated that through a customer-focused approach, internal branding is thought to be the first step in promoting employee's behaviour towards a brand.

1.3.4. Theoretical Constructs

The study is grounded on the Corporate Identity Theory and Chapter 3 provides an in-depth review of the theories.

1.3.4.1. Corporate Identity Theory

Van Riel (1997) defined corporate identity as an organisation's self-presentation based on the behaviour of individuals and organisational members, conveying the organisation's consistency across time or continuity, distinctiveness, and centrality.

1.4 Conceptual Model and Hypothesis Development

The study pursued to identify elements of corporate identity that led to positive results, thus looking at the elements and their relationship with internal customer satisfaction, focusing on determinants of internal marketing. The determinants of internal marketing include communication, empowerment and commitment.

The following hypothesis were obtained:

H1. Brand logos have a positive influence on corporate identity.

H2. Websites have a positive influence on corporate identity.

H3. Social Media have a positive influence on corporate identity.

H6. Advertising on social media has a positive influence on corporate identity.

H5. Brand identity has a positive influence on corporate identity.

H6. Corporate identity has a positive influence on internal customer satisfaction.

H7. Internal customer satisfaction has a positive influence on Internal customer empowerment.

H8. Internal customer satisfaction has a positive influence on Internal customer communication.

H9. Internal customer satisfaction has a positive influence on internal customer commitment.

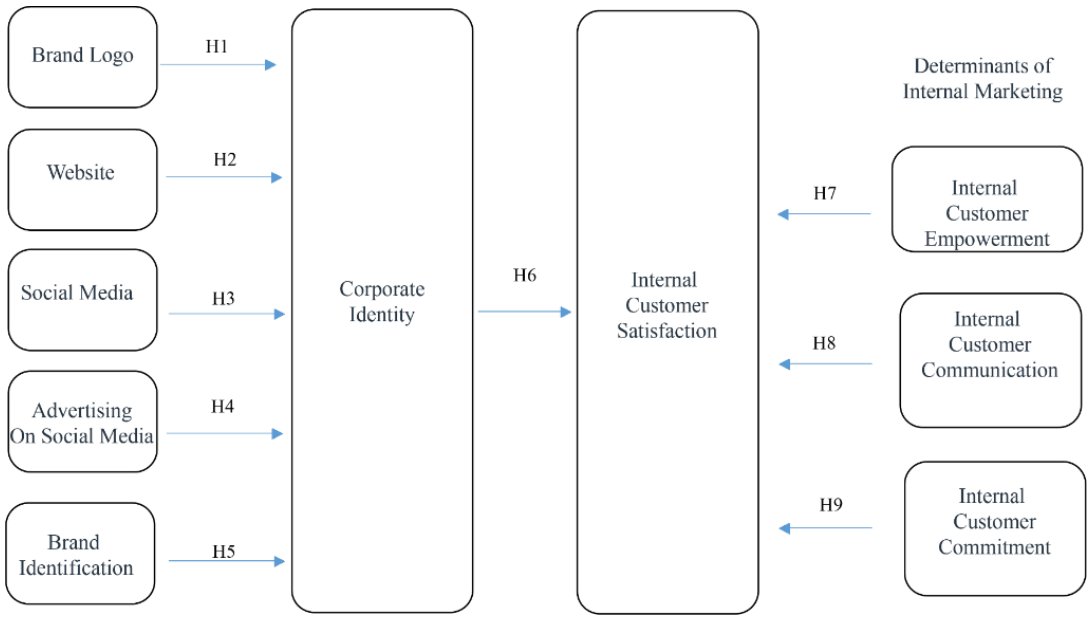


Figure 1.1: Conceptual model

1.5 Overview of the Research Methodology Adopted for the Study

1.5.1 Research Methodology

This section outlines the study's data collection and evaluation techniques (which are detailed in Chapter 5). The study used the quantitative research method. Quantitative research is concerned with preset variables. The variables are fixed, but their dimensions, such as frequency or number, can vary (Aspers & Corte, 2019**).** Quantitative research connects with a deductive method, collecting and analysing data to test hypothesis. Therefore, the study adopted a deductive method where data was used to test hypothesis**.**

1.5.2 Research Design

The research employed a descriptive research design. The descriptive research design best suits quantitative research (Aspers & Corte, 2019). This design was best suited for this proposed study because it is low-cost, highly engaging, and closed-ended.

1.5.3 Research Strategy Construct Measurement

A 5-point Likert Scale poll was used for this study, with responses ranging from 1 (strongly disagree) to 7 (strongly agree). The equipment for measurement was adapted from the existing scales.

1.5.3.1 Questionnaire Development and Pre-testing

This research was quantitative in nature. The questionnaire was easily launched with ten respondents before the entire survey was done. To determine the dependability of measurement instruments a pilot study was done.

1.5.3.2 Sample Design

In order to include all members of the working age population in Eswatini, the sample

approach focuses on two unique age groups: 21 and 60 years old. This decision enables a thorough examination of attitudes across generational gaps within PSPF, considering the perspectives of both younger workers who might be unfamiliar with the pension system and more senior stakeholders who are approaching or have reached retirement age.

For the study, a non-probability convenience sampling method was used. In total the number of participants was 150. Previous quantitative research demonstrated that a sample of 30 to 500 respondents was adequate (Aman et al., 2012). The study used non-probability convenience sampling, in which every eligible subject who met the qualification agreed to take the survey and met the age restrictions were accepted until the target number of responses was attained.

The questionnaire design contained both demographic data and measuring scale components. The data collection procedure was independently administered.

1.5.3.2. Data Collection

Data for this study was gathered through the PSPF Human Resources (HR) Department.

1.5.3.3 Data analysis

After the data was collected, it uploaded into a Microsoft Excel spreadsheet and neatened. It was then transferred to SPSS and Amos statistical software to run the necessary model fit, confirmatory factor analysis, and path modelling tests.

1.5.4 Methodology Overview

The study aimed to investigate the PSPF's corporate identity. Therefore, a quantitative method was assumed, which helped in data collection and was used to test the hypothesis. The quantitative method is concerned with preset variables. The variables are fixed, but their dimensions, such as frequency or number, can vary (Aspers & Corte, 2019**).** Data was gathered from a sample of 150 participants through Google Forms (an online Google survey tool). The rationale for this sample size was that the organisation is small and operates in Eswatini with a small population of 1,210,822. A purposive sampling

method was used for the study to pick the sample. To analyse the data IBM SPSS and SmartPLS were used.

1.6 Significance of the Study

This study aims to contribute to research in three different ways:

Firstly, it is answering a call from the body of knowledge, as pointed out by areas of future research. The public sector is under greater pressure to create innovative and cost-effective ways to meet the requirements of its stakeholders while balancing the same stakeholders' objectives. Cullinan et al. (2021) argued that while the benefits of corporate branding and developing a strong corporate brand have been well-documented across product and service-oriented organisations, attention to government-owned firms has been restricted.

Secondly, by elaborating on how corporate brand building might help public-sector enterprises compete with the private sector. Leijerholt et al. (2019) highlighted that public sector firms' rising interest in corporate branding concepts necessitates understanding how to implement such ideas effectively. Because the private and public sectors have unique differences, there is a need to adapt branding principles to suit the sector-specific issues that public enterprises encounter.

Lastly, to provide direction to public sector enterprise management professionals who must come up with corporate brand strategies, align with and strengthen. The contributions of brand awareness must be relatively assessed by professionals in chargeof promotion and brand operations. It is important to evaluate brand elements like name, colour, and design to see if changes are needed for various international markets (Foroudi et al., 2017).

However, studies on corporate identity were conducted in developed economies. More research and literature on corporate identity are required, particularly in developing economies like Eswatini.

1.7 Definition of Terms

Corporate Identity: Corporate identity is concerned with the definition and recognition of all kinds of communication that communicate an image and seek an integrated approach to articulate identity in coherent and harmonised messages via stakeholder channels of communication (Foroudi, 2019)**.**

Brand Identity: When a brand interacts with stakeholders, it expresses its identity (Iglesias & Ind, 2020). Its identity is a combination of characteristics and attributes that define a brand's manner of being, thinking, and acting. Because brand identity establishes the direction to be taken as well as the meaning and purpose of the company, it is consequently a crucial notion in brand management (Buil et al., 2016).

Internal Marketing: Internal marketing is the attitude of handling staff members like clients, courting employees, and shaping job products to meet human needs. The focus is on getting employees to buy into the company's policies, values, products, and brand (Kaplan, 2017).

Customer Satisfaction: Customer satisfaction can be described as fulfilling or exceeding a customer's expectations for a product or service. When expectations are met, satisfaction grows, and this results in customer loyalty (Sürücüa et al., 2019).

1.8 Delimitations of the Study

The selected participants for this study were staff members and suppliers/external stakeholders of the PSPF who live in Mbabane, the capital city of Eswatini. The participants were chosen based on how they know and work with the brand. In addition, the participants were sampled because of their proximity to the organisation as they reside in Mbabane, the capital city where the organisation is based. The age of the participants was 21-60. The participants in this age bracket were selected because they have knowledge of the subject.

1.9 Assumptions

It was assumed that all participants would be truthful in their responses. This study wants to move away from generalisation, where people have generalised on the subject matter.

1.10 Contribution of the Study

1.10.1 Theoretical Contribution

It is anticipated that the proposed conceptual model makes a meaningful impact to corporate identity in the public sector, particularly in this era of competitiveness.

The study is answering a call from the body of knowledge, as pointed out by areas of future research because there is no literature on corporate identity in the public sector in Eswatini. The public sector is under greater pressure to create innovative and cost-effective ways to meet the requirements of its stakeholders while balancing the same stakeholders' objectives. Cullinan et al. (2021) argues that while the benefits of corporate branding and developing a strong corporate brand have been well documented across product and service-oriented organisations, attention to government owned institutions has been restricted.

1.10.2 Practical or Managerial Contributions

This study, from an industry view, will contribute towards public sector enterprise management professionals who must come up with corporate identity strategies and align with and strengthen them. Professionals in charge of promoting and branding operations must assess the relative contributions of corporate identity. Leijerholt et al. (2019) argued that the public and private sectors have different contexts, which might impact the results of branding initiatives even when general branding principles used in both sectors are similar.

Since this study focuses on the corporate identity of a pension fund organisation, it benefits public sector entities as they can apply the study findings to their Corporate

Communications strategies. It is necessary to comprehend how to apply corporate branding ideas successfully because public organisations are becoming more interested in doing so (Leijerholt et al., 2019).

Furthermore, studies on corporate identity are mostly done in developed economies; more academic studies are required on corporate identity, particularly in developing economies like Eswatini.

1.11 Ethical Considerations

The term "ethics" in research requires a person or researcher to adhere to specific laws and regulations to finish a research effort (Sarker, 2019). Participation in this study is unaffected by factors such as gender, age, race, education level, socioeconomic status, or handicap; instead, these are ethical considerations. Leading to commencing the study, participants were given information about its purpose, duration, and the ability to withdraw at any moment if they did not want to participate. Before participating, respondents had to consent to be included in the survey. Additionally, contact information was given to respondents in case they had any questions or comments on the study. Respondents had the choice to withhold any sensitive demographic data, and all information was kept private. Furthermore, the University of Witwatersrand's ethics clearance was required before data collection began.

1.12 Organisation of the Study

Chapter 1 This chapter provides insight into the research topic, the research background, the research problem, research objectives, purpose, questions, preliminary literature review, conceptual model and hypothesis development, justifications and contributions of the study, a brief description of the research methodology and ethical considerations.

Chapter 2 The pension fund industry from a global, South African and Eswatini perspective is covered in this Chapter. This includes the state of the industry, its performance and the challenges faced.

Chapter 3 Theory used to ground the study and constructs are detailed. These include brand elements (logo), website, social media, advertising on social media, brand identification, internal customer satisfaction, internal customer empowerment, internal customer communication and internal customer commitment.

Chapter 4 This chapter presents hypothesis derived from the model as well as justifications for them.

Chapter 5 This chapter provides details of the research methodology. It looks at the research philosophy and approaches and the marketing research process adopted in the study.

Chapter 6 The descriptive statistics of the study and the Confirmatory Factor Analysis (CFA) are provided in this Chapter. It also gives insights into the structural model and hypothesis testing.

Chapter 7 This chapter compares the results obtained in Chapter 6 with the literature Reviewed in Chapters 3 and 6.

Chapter 8 A discussion on the achievement of the theoretical and empirical objectives, contributions, recommendations, limitations and suggestions for future research is captured in this Chapter.

1.13 Chapter Summary

This chapter has introduced the study by laying the background and revealing the problem statement. It has also outlined the study's objectives, research questions, delimitations and assumptions, and other background issues. The subsequent chapter reviews the literature, as guided by the research objectives.

Chapter 2 An Overview of the Pension Fund Industry

2.1 The Pension Fund Industry: Global, South African and Eswatini Perspective

Various countries have defined a pension fund differently. Sunaryo et al. (2020) stated that a pension fund is a recognised legal organisation with the authority to oversee and administer retirement benefit programs. Pensions or retirement funds are post-retirement care that employees get. Nyang'oro and Njenga (2022) defined Pension Funds as savings that enable the elderly to provide for their everyday necessities through redistribution, insurance (or risk-sharing), consumption smoothing, income stability in old age, and poverty alleviation. Retirees are critical in the reduction of poverty within aged, maintaining financial insurance, and tackling inequalities in society. In South Africa, the Pension Funds Act governs most private sector funds, but a few public pension funds have their own regulations (Marumoagae, 2016). In Eswatini, the PSPF, the largest pension fund in the country, was established for the management and administration of pensions for government employees (PSPF, 2022).

2.2 Introduction to Pension Funds

Every employee expects to have a regular income throughout their career and in retirement (Sunaryo et al., 2020)**.** Pension funds have increased considerably in recent decades because of population expansion and a growing labour market. Several governments encourage pension fund investments by granting tax breaks (SAVCA, 2022). There are a significant number of publications on pension funds that are quite detailed, but the existing literature is primarily focused on the performance of pension funds in general, the optimal asset allocation of pension funds' assets, and private equity as an alternative asset class (Mhanda, 2020). Pension funds are often founded to collect contributions from members to provide them with pension benefits after they no

longer work, as well as to invest funds on behalf of the Fund for the benefit of the members (Marumoagae, 2016).

2.3 Overview of the Global Pension Industry

2.3.1 Global Market Performance

Employers are concerned about their employees' financial well-being and success at work. As such, employers are willing to invest a large amount of time and money (far over the statutory minimum) in retirement provision because they believe it is an important aspect of a pay package (PwC, 2018).

A study by the World Bank in 2017 asserts that globally, Canada's public pension organisations are among the most well-known and successful in the world, and the situation has not always been the case. As recently as the mid-1980s, many Canadian public pensions were managed archaically and prone to error, were funded mostly by pay-as-you-go and were mostly or entirely invested in domestic government bonds (World Bank, 2017). Investments have shifted to private sector investments, and some possible sources of housing finance are now pension funds, which have approximately US$38 trillion in assets in the Organisation for Economic Cooperation and Development(OECD) nations alone (World Bank, 2018).

Table 2.1: Assets in pension funds and all retirement savings vehicles at the end of 2021

Table 1. Assets in pension funds and all retirement savings vehicles at end-2021 (preliminary)

OECD countries	Pension funds			All vehicles
	% change (1)	in USD million	% of GDP	% of GDP
Australia	18.0	2,272,767	146.2	148.8
Austria	8.0	30,553	6.7	..
Belgium	8.0	52,644	9.2	36.6
Canada	..	1,712,806	90.1	167.2
Chile	-4.5	167,556	60.3	..
Colombia	8.3	86,828	29.5	29.5
Costa Rica	20.1	24,874	40.0	40.0
Czech Republic	6.0	26,173	9.4	9.4
Denmark	-8.0	190,403	50.0	210.8
Estonia	-15.5	5,076	14.6	16.8
Finland	15.3	173,962	60.7	..
France	16.6	77,247	2.7	11.1
Germany	0.4	313,807	7.8	..
Greece	11.9	2,083	1.0	..
Hungary	5.6	6,166	3.6	5.2
Iceland	17.9	51,683	208.4	219.1
Ireland	15.1	164,227	34.4	..
Israel	16.1	360,569	72.1	..
Italy	6.4	194,592	9.7	12.6
Japan	2.3	1,483,416	31.3	..
Korea	15.3	249,115	14.4	32.3
Latvia	19.7	827	2.2	20.5
Lithuania	31.5	6,944	11.1	11.1
Luxembourg	5.0	2,193	2.6	..
Mexico	11.2	254,373	20.0	..
Netherlands	7.4	2,042,637	209.5	..
New Zealand	19.0	90,144	37.3	37.3
Norway	7.0	51,109	10.9	..
Poland	26.2	46,485	7.2	..
Portugal	4.7	27,324	11.4	..
Slovak Republic	16.9	17,469	15.9	15.9
Slovenia	20.6	4,211	7.1	7.8
Spain	7.5	142,940	10.5	14.2
Sweden	..	23,777	4.0	101.8
Switzerland	..	1,164,503	143.1	..
Turkey	41.2	18,430	3.3	..
United Kingdom	4.3	3,572,623	117.0	..
United States	11.6	22,599,191	98.3	170.0
OECD Total (2)	8.2	37,711,728	66.9	

Selected other jurisdictions	Pension funds			All vehicles
	% change (1)	in USD million	% of GDP	% of GDP
Albania	27.1	43	0.2	0.2
Armenia	30.7	1,006	6.9	..
Brazil	0.5	186,447	12.0	25.0
Bulgaria	12.7	11,360	14.8	14.8
Croatia	11.7	21,485	33.1	33.1
Egypt	8.0	6,245	1.5	1.5
Georgia	69.6	646	3.3	3.3
Ghana	27.2	4,748	6.3	6.3
Guyana	19.6	463	6.1	6.1
Hong Kong (China)	4.9	198,039	54.0	54.0
India	27.4	94,098	3.0	..
Indonesia	3.6	22,215	1.9	..
Jamaica	7.9	4,721	31.7	31.7
Kazakhstan	4.6	31,291	16.6	16.6
Kenya	10.6	13,677	12.9	12.9
Kosovo	18.3	2,676	30.9	30.9
Macau (China)	9.1	4,914	16.5	16.5
Maldives	11.9	1,130	22.3	22.3
Namibia	17.6	11,819	103.0	115.9
Nigeria	9.1	32,644	7.6	7.6
North Macedonia	21.3	1,999	15.0	15.0
Pakistan	11.4	224	0.1	..
Peru	-19.1	33,436	15.3	15.3
Romania	18.5	21,168	7.8	7.8
Serbia	4.3	473	0.8	0.8
Suriname	1.7	324	12.1	..
Thailand	6.4	40,366	8.3	..
Uganda	15.8	5,325	12.4	..
Uruguay	14.1	17,351	30.0	30.0
Zimbabwe	285.8	2,015	7.6	..
Total (2)	1.7	772,349	8.3	

Notes: ".." means not available. (1) The column "% change" shows the nominal change of pension fund assets in national currency compared to the amount in December 2020, except for Australia (June 2020). (2) The total % change is calculated as the change of total assets in the considered area in US dollar between end-2020 and end-2021. Total pension fund assets as a % of GDP are calculated as the ratio between the sum of all pension fund assets and the sum of all the GDPs (in US dollar) of the reporting jurisdictions in the area considered. See the accompanying Excel file for jurisdiction-specific details.
Source: OECD Global Pension Statistics; Bank of Japan; Korean Ministry of Employment and Labour.

https://www.oecd.org/pensions/private-pensions/pensionmarketsinfocus.htm

2.3.2 Global Market Challenges

A loss in savings and compound interest earned because of short-term relief measures can have a significant long-term negative impact, particularly on retirement income adequacy (e.g., contribution vacations and early access to retirement savings). This difficulty has impacted pension funds differently in different regions of the world, and countries around the world have responded differently, enacting diverse legislation (World Pension Alliance, 2020). Pension Fund institutions are coming under more and more

public scrutiny; as the population in industrialised nations continues to age, providing retirement benefits in a socially responsible manner may become a priority. It will, therefore, probably become more crucial for businesses to be open and honest while also giving employees the freedom and knowledge to choose their retirement benefits (PwC, 2018).

2.4 An Overview of the Pension Industry's Performance in Africa

Africa has enormous infrastructure needs, and to assist governments achieve those needs, considering the growing effects of climate change and green developmentagendas, private investment is needed. One important yet unexplored source of fundingis local pension funds and other institutional investors (D'Alton & Kirungie, 2023)

Table 2.2: Snapshot of pension market context of selected countries in Southern Africa

Pension Market State		No active pension funds	Largest Fund	Regulatory Authority	Permitted allocation to PE & PD	Hindrance to PE/PD allocation
Botswana	Developed	86	Botswana Public Officers Pension Fund (BPOPF)	Non-Bank Financial Institutions Regulatory Authority (NBFIRA)	PE 2.5% PD 2.5%	Small market with limited investment opportunities
Eswatini	Nascent	106	Public Service Pensions Fund (PSPF)	Financial Services Regulatory Authority (FSRA)	Not clear	Informal market undermined by political instability
Lesotho	Emerging	100	Public Officers Defined Contribution Pension Fund	Central Bank	PE 10% PD 1%-5%	Political instability, lack of trust in government

Pension Market State		No active pension funds	Largest Fund	Regulatory Authority	Permitted allocation to PE & PD	Hindrance to PE/PD allocation
Mozambique	Nascent	21	Central Bank of Mozambique Pension Fund	Central Bank	Not clear	Small opaque markets and banks dominated
Namibia	Developed	135	Government Institutions Pension Fund (GIPF)	Namibia Financial Institutions Supervisory Authority (NAMFISA)	Min 1.75% Max 3.5%	Restrictive private equity market
South Africa	Mature & advanced	5, 294	Government Employees Pension Fund (GEPF)	Financial Sector Conduct Authority (FSCA)	PE 15% (Reg 28 amend from 10%)	Deteriorating economic environment, political uncertainty
Zambia	Developed	243	National Pension Scheme Authority (NAPSA)	Public: NAPSA Private: Pensions and Insurance Authority (PIA)	Public: 10% Private: 15%	Informal market, dominated by SMEs
Zimbabwe	Developed	614	Zimbabwe Electricity Supply Authority (ZESA)	Insurance & Pensions Commission (IPEC)	PE 10% PD 20%	Political instability, hyperinflation, valuation dilemma

Source: (SAVCA, 2022).

2.4.1 The African Market Performance

Pension funds are an important aspect of African economies, and the performance of the pension funds must be improved to maximise the wealth of the stakeholders (Mhanda, 2020**).** According to Assefuah et al. (2023), pension funds are enormous financial

resources with the power to revolutionise the capital market and spur economic expansion. An effective pension system helps the elderly and serves as a source of resources for long-term investments (Nyang'oro & Njenga, 2022).

Below are the top 10 African countries with the largest pension assets in 2023.

Table 2.3: Top 10 African countries in terms of pension assets in 2023

Rank	Country	Score
1.	Namibia	100
2.	South Africa	63
3.	Mauritius	61
4.	Estwani	60
5.	Botswana	57
6.	Seychelles	57
7.	Morocco	29
8.	Nigeria	27
9.	Lesotho	25
10.	Cabo Verde	23

https://africa.businessinsider.com/

Large pension assets describe a substantial quantity of money kept in retirement savings accounts or pension funds. These funds are saved and invested to give people income and financial stability when they retire (Okafor, 2023). East African pension systems have a chance to have direct equity exposure to their separate actual economies through the allocation of long-term funding to private equity funds (Market Study Report, 2019). For pension funds to endure, African governments should push for more reforms to pension funds. Comparing working Africans to their global counterparts, 32.5% have pension coverage, while only 8.5% do so, according to the Bright Africa Pension Report 2019. (Assefuah et al., 2023).

2.4.2 The African Market Challenges

One of the problems with corporate governance is that there is still a tiny number of women on the boards of several pension funds in Ghana, indicating gender bias on these boards. The supremacy of men is still present (Frimpong et al., 2022).

Owing to the low income and a high degree of informality, which limit contributions, as well as the fact that pension systems in sub-Saharan Africa (SSA) do not encourage risk-sharing and redistribution, the contributory structure of a few private pension plans is also unfavourable in SSA (Nyang'oro & Njenga, 2022). According to a recent study, the advancement of the capital market is negatively impacted by pension funds and institutional quality. Thus, pension funds have an enormous effect on capital markets. It hasbeen demonstrated that the capital market advancement was negatively impacted whenthe institutional quality and pension funds interacted as a variable (Assefuah et al., 2023).Fashola (2016) noted that there has been a great deal of worry in Africa, especially among legislators, that expanding pension funds on the continent has not improved the standardof living for fund members and the general populace.

Institutional investors in Africa face difficulties because of growing portfolio allocations to infrastructure. The inadequate understanding of opportunity, capabilities, and scale isthe cause. Since most opportunities are not specifically designed to appeal to investors in local pension funds, the knowledge necessary to evaluate possible investments and allocate funds has not yet been acquired (D'Alton & Kirungie, 2023). Despite many of the continent's pension funds being available, academics contend that the continent suffers from inadequate infrastructure (SAVCA, 2022).

According to Anyanzwa (2023), fund management companies are feeling the heat from their strong exposure to bonds and equities investments at a time when a combination of domestic and international macroeconomic variables has damaged the local business environment.

2.5 The State of the Pension Fund Industry in South Africa and Eswatini

2.5.1 The Performance of the Pension Industry in South Africa and Eswatini

With more than 5,000 registered retirement plans, including both state and private pension funds, South Africa boasts a sophisticated and varied pension market. The total assets under management of the pension fund industry are $500 billion. The Government Employee Pension Fund (GEPF), with $119.4 billion in assets under management and 1.2 million active members is the biggest in South Africa (SAVCA, 2022).

The Government Employees Pension Fund was founded in 1996 as a defined benefit fund. It manages pension and related benefits for South African government employees. It is currently the largest pension fund in South Africa as well as one of the largest pension funds in Africa and the globe (GEPF, 2021/22). The Public Service Pensions Fund in Eswatini is a statutory body established in terms of Pensions Order No.13 of 1993 for managing and administrating pensions for public servants. The Fund provides retirement annuities, death benefits, disability benefits and other pension-related benefits for its members. The Fund also invests the contributions locally, in the Republic of South Africa and offshore to grow the assets to meet the member expectations of a defined benefit (PSPF Annual Report, 2022).

2.5.2 Growth Factors of the Pension Industry in South Africa and Eswatini

Despite operating in difficult economic conditions, the 2021/22 financial year reported that GEPF finished with a market value of R2.3 trillion, up R201 billion from the previous financial year. Despite difficult circumstances, the Fund's sustained expansion clearly shows how its investment methods continue to foster its expansion (GEPF, 2021/22). The

pension structure of Eswatini consists of 38 foreign-managed retirement funds (South African pension businesses) and 68 local retirement funds. The pension market is still in its infancy. With an Asset Under Management (AUM) of over $1.66 billion, the PSPF is the biggest pension fund in Eswatini. The government of Eswatini contributes 15% of its employees' pensionable salary, while all active participating employees of the Fund contribute 5% of their income (SAVCA, 2022).

2.5.3 Challenges of the Pension Industry in South Africa and Eswatini

The Public Service Pensions Fund financials show that contributions are below liabilities, and for the Fund to achieve financial soundness over the next 15 years, a contribution rate of 38.1% is advised (SAVCA, 2022). The Fund's performance was not positive, and it concluded thefinancial year on March 31, 2023, with a Net Surplus of E1.4 billion. This was less than the E2.7 billion Net Surplus that was reported for the fiscal year that concluded on March31, 2022 (PSPF, 2023).

In South Africa, mishandling of pension funds is a major problem. A study conducted by Alexander Forbes revealed that fraud and poor management have cost retirement fund members billions of Rands over the years (Marumoagae, 2016).

Given that South Africa's pension fund retirement environment is among the largest in the world, the importance of strong pension fund governance in the country cannot be overstated. In actuality, the retirement sector's pension funds handle assets valued at R3 trillion in total. For this reason, proper pension fund governance is essential to protecting its assets (Marumoagae, 2016).

2.6 Chapter Summary

This chapter mapped out the crucial parts of the pension industry from a Global, South African and Eswatini perspective. It looked at growth determinants and industry issues as

it continues to discuss the status of South Africa and the Eswatini industry. A review of the empirical literature and the theories underlying the study is given in Chapter 3.

Chapter 3 Theories and Models in Study

3.1 Introduction

Chapter three discusses the theory used as a basis of this study. The theory used is the corporate identity theory. The study's theoretical foundation was covered in detail in this chapter, along with the rationale behind each of the selected theory and constructs. The study also covered research on brand management and digital communication after COVID 19, given how quickly the field of marketing communication is evolving. After that, the conceptual model and study hypothesis were presented. Understanding the study's concepts and the creation and justification of its model was possible with this to provide a review of the literature on each of the subjects and a more contemporary viewpoint.

3.2 Theoretical Grounding

3.2.1 Corporate Identity

As the years progressed, there was a realisation that the subject of corporate identity was incredibly wide and crossed several fields. Academics and practitioners agreed that this issue was critical for a corporation seeking uniqueness and competitive advantage (Bick et al., 2003). The 1950s and 1960s saw the advancement of the corporate identity concept in the United States, which had its roots in design and visual communication. Over time, it began to encompass related domains as well, commonly known as the broader notion of corporate image (Crăciun, 2019). Tourky et al. (2021) defined corporate identity as the essence of an organisation, such as its core competencies, strategy, and culture, which provide it with stability, coherence, and specificity. These elements are communicated through formal and informal channels of communication as well as visual cues that help the audience identify the brand and set it apart from competitors. A corporate identity consists of both design and visual components. This area includes office supplies like stationery and social media assets, billboards promoting staff uniforms, office signboards for product packaging, and logo designs (Halim, 2022).

A clear, unified corporate identity provides a company with direction and purpose. It also acts as a competitive strategy, which some companies have grown to understand. On the other hand, some organisations struggle to articulate and communicate their brand (Greyser & Urde, 2019). The private sector is widely known for investing in corporate identity. In recent years, the public sector has gradually embraced corporate identity, especially the higher education sector. Researchers (such as Melware and Foroudi (2003); Abratt (1989) and others) discovered that universities invest a great deal of time, resources, and money into creating a good design that captures the essence of their organisation to positively shape its perception (Melewar, 2017).

Given the origins of corporate identification in design, a new or updated logo and design are almost certainly required. Numerous corporate identity consultancies, which are graphic design consultancies, have contributed to the emphasis placed on graphic design in organisation’s identity research (Balmer, 2001)

Corporate identity entails presenting the organisation to internal and external audiences in a consistent manner, which necessitates a grasp of the role of various corporate aspects. The fundamental challenge for management is to align a company's cultural mix and employee behaviour around a single objective and set of values (Bravo et al., 2016). The distinct perceptions of corporate and organisational identities highlight the different sources that informants draw from when constructing their identities. Furthermore, identities are shaped by external representations and can impact one another (Sarasvuo, 2021).

Research has unearthed that changes in a company's corporate identity may have an impact on insiders' assessments of the organisation despite the abundance of literature discussing how businesses can enhance their external corporate image through marketing initiatives. This is especially true in the service industry, where personnel play a critical role in providing top-notch customer care and influencing how clients view the company (Bravo et al., 2016)

This study investigated the corporate identity from an outward appearance and internally through employees and external stakeholders who understand and work with the organisation.

3.3 Empirical Literature

3.3.1 Branding Identification

Branding in the public sector is emerging as an intriguing topic of study, as various organisations use branding principles to promote a consistent, clear identity (Leijerholt et al., 2018). As a result, in recent years, the importance of branding has begun to affect the non-profit sector, which has realised that its success and sustainability, if not its very survival, are dependent on the acquisition of branding strategies (Hommerová et al., 2020).

A brand contains a unique promise that it attempts to persuade its target customers to associate with through marketing strategies, which gives it a greater value than an identically functioning non-branded product (Lerman, 2019). The environment in which organisations operate is growing more competitive; new technologies are being developed, and customers are becoming increasingly demanding. Additionally, brands have made their corporate area available for contact, ready to play. They co-create the corporate meaning with the customer by utilising their visual identity (Crăciun, 2019). A company's brand should be consistent as it is an effective marketing tool. Consumers are more inclined to purchase things when they see a family logo or tagline (Halim, 2022).

Several studies have revealed that consumers develop business relationships based on how they interact with others. In this sense, companies are searching for ways to establish a strong emotional bond with clients (Bairrada et al., 2019). Whilst the spotlight has been on the branding of companies, government-owned entities have not received as much attention as other product and service-oriented organisations, despite the advantages of corporate branding and building a strong corporate brand being widely documented

(Cullinan et al., 2021). Universities play a different role in the twenty-first century and are becoming businesses. Building a strong brand is now a crucial component of marketing strategies for colleges whose existence mostly depends on outside stakeholders. Thus, institutions should provide more tangible evidence to support their claims using graphics, logos, text, and slogans to build a strong brand identity (Shahnaz & Qadir, 2020).

Iglesias et al. (2020) expressed that the perceptions that various audiences (such as consumers, the media, and investors) connect with a particular corporate brand (i.e., brand or customer associations) are the corporate brand image. This perspective is usually directed towards the external audiences of a company.

According to research, marketing universities in the same way as a product has been thought of as a means of escaping the financial crisis. While the tendency may align with current demands, retaining the distinction between academia and business is important. Priorities should be set appropriately (Shahnaz & Qadir, 2020). Brand identification is relevant to this study because the PSPF in Eswatini is a branded company. Thus, it is crucial to create theoretical frameworks that consider the particularities of the public sector and make it possible for public organisations to successfully apply branding concepts (Reghunathan, 2021).

3.3.2 Brand Logo

Logos are a great way to attract customers' attention and then quickly remind them of a specific business. They can also act as a visual cue, making the business stand out from the competition. Additionally, when customers are familiar with logos, they develop favourable opinions of the businesses (Kim & Lim, 2019). When interacting with brands, customers are exposed to visual stimuli, including characters, styles, colours, forms, typefaces, logos, and other aspects of a brand's image. Any one of these graphic components could start to be identified and connected to the brand (Phillips et al., 2 014). A logo should symbolise the company it represents and elicit recognition, effect, and

meaning. It should also elicit favourable responses and have universal significance across individuals and situations (Erjansola, 2021).

According to the literature, a logo can be a very useful tool for building customer-brand relationships. Additionally regarded as a crucial component of branding strategy, the brand logo encourages people to react emotionally (Kaur & Kaur, 2019). Worth mentioning is that little thought has been given to how the logo becomes a part of the brand; instead, attention has mostly focused on the visual characteristics of the logo and how they affect the reception process (Erjansola, 2021).

Even though logos are incredibly important in the marketing industry, relatively little research has looked at how brand logos impact consumers' views of brands. Previous studies revealed that the impact of brand logos on consumer perceptions has not been thoroughly studied. The connections between a brand's logo and its effects are not well understood (Kaur & Kaur, 2021). To match logos with strategic directions, businesses should carefully consider all available options and perform in-depth studies before designing and choosing their logos. As a result, creating a logo requires is an on going effort. Instead, to adapt to the quickly shifting market conditions, a recursive process requires periodically redesigning the logo (Kim & Lim, 2019).

For this study, looking into brand logos from the internal and external customer perspectives is important.

3.3.3 Website

A corporate website is a crucial tool for businesses nowadays to navigate the global marketplace successfully and is a way of communicating their corporate identity. A corporate website can influence a user's opinion of the business and create a favourable impression by giving hints about the nature of the organisation (Ageeva et al., 2019). A distinctive corporate or brand website design is thought to be a crucial tool for gaining a competitive edge, enhancing communication tactics, fostering better customer

relationships, fostering innovation, projecting the company's corporate identities, facilitating reputation, boosting reporting, and fostering customer satisfaction (Foroudi et al., 2020).

In education, websites are widely used to create a competitive edge. According to van der Rijt (2023), universities can differentiate themselves from competitors and build a positive image on their websites by communicating a distinct corporate identity. The goals and principles of a brand and its company are reflected in their websites, which are crucial in how a brand presents itself to stakeholders both inside and outside the company. A key tactic for a business to succeed in the marketplace is developing and maintaining a well-designed website (Foroudi, 2016).

Websites can be a potentially very powerful and efficient communication tool to influence brand equity and resonance because of their many functionalities. Direct communication between marketers and real and potential customers allows them to share more information than is possible through any other channel (Keller, 2009). According to Ageeva et al. (2019), major international corporations use their corporate websites to communicate and develop their business identities beyond national borders. These days, a company's website provides a wealth of information about the work the organisation does and its effects on improving the world.

Recent studies have revealed that companies use corporate websites as a communication tool to convey identity, control external perceptions, reflect the corporate image, signify distinctiveness, show reputation, encourage brand loyalty, instill user confidence, and underpin identification. The visual design of websites and the images on them are intimately linked to user happiness (Nazarian et al., 2020). A website's ability to navigate is crucial to its success. The navigation component that facilitates entry to various sections of a website is known as navigation design. This means that the layout, which includes tabs and hyperlinks, also includes the arrangement of these elements. One of the most important aspects of website design is that navigation design plays a major role in persuading users (Foroudi, 2020).

For this research since the website is a vital part of the business. The corporate website is crucial to the company's identity and must be appropriately maintained. Because of this, an organisation's corporate website acts as the principal vehicle for its illustration and is essential to its communication with stakeholders, both internal and external (Ageeva et al., 2019).

3.3.4 Social Media

Social media can be defined in several different ways. In practice, a set of software-based digital technologies, typically displayed as apps and websites, let users transmit and receive digital content or information over some type of online social network (Appel, 2020). Newspapers and other outdated media are becoming less and less of a source of conventional communication. The present era's preferred method of communication with stakeholders is social media, which is rapidly gaining popularity (Kapenda, 2022).

Social media has resulted in a more dynamic, participatory, and engaging debate platform in the digital age than traditional media (Ramadhani & Indradjati, 2023). Social media has grown to be a crucial component of consumer empowerment as technology significantly impacts consumers' daily lives. Online brand communities give customers the ability to gather and share useful information, build connections, work together with other customers, and facilitate information (Abratt, 2020).

Social media affords public organisations a multitude of opportunities to augment their public relations strategies, as they provide direct communication with stakeholder groups, circumventing the news industry's gatekeepers (Liebrecht, 2023). Local governments can leverage social media platforms more quickly to interact with the public more deeply and collaborate with them more closely. Finding out how local governments and the public communicate and share information is crucial (Ramadhani & Indradjati, 2023). At the organisational level, this means that social media can have a specific impact on developing and maintaining the public sector's intangible assets. Thus, we could regard public sector communication operations and social media use as a lubricant (Lovari & Materass, 2021). Foroudi (2016) argued that the open communication that occurs on

social media between brands and consumers fosters a faction that improves engagement with the customer on the brand. This implies that organisations with a significant social media following are more advanced in retaining customer contact and building brand awareness and identity.

Rehman et al. (2022) viewed that social media usage has expanded, which has made it necessary for brands to incorporate social media into their marketing communication channels. In the current marketing competition, social media plays a crucial role in determining a company's overall performance, image and performance. Hence, it is crucial for this research to investigate social media.

3.3.5 Advertising on Social Media

Online and Internet advertising has frequently been combined with digital advertising (Lee & Cho, 2020). As customers gain greater control over marketing communication, it is evident why predicting the direction of digital advertising is crucial. Customers are becoming more knowledgeable, independent, connected, and affected by technology than in the past (Lee & Cho, 2020). Direct marketing is advertising that enable organisation to connect their brand directly to the customer, including advertising strategies such as cell phone text messaging, email, interactive consumer websites, online display adverts, and database marketing. This kind of marketing can ensure that brand awareness is increased through visual and verbal exposure of a brand externally, as well as imprinting the brand strongly in the consumer's memory (Foroudi, 2016).

Videos as well as online advertisements allow for timely, highly targeted communications that can increase salience. Additionally, online advertisements and videos have the power to transcend the creative or legal constraints of conventional print and broadcast media, effectively communicating brand positioning and arousing favourable emotions and judgements (Keller, 2009). Alamsyah et al. (2021) stated that companies with prioritising messages carry out advertising with the intention of increasing the product value

delivered to the public. Advertising is expected to increase the value of a product or service so that consumers will select the products assessed when they need them.

3.3.6 Internal Customer Satisfaction

Empowerment has been proposed as a realistic technique for frontline personnel to handle the complexities of service interactions. Organisations must cascade information from analytics to the frontlines to dynamically (re)bundle service aspects while servicing customers (Motamarri et al., 2020). Chuang et al. (2010) disclose that team orientation, emotional commitment, and normative commitment had the biggest effects on internal customer satisfaction, which is highly desired in internal marketing.

Organisational empowerment improves self-leadership through the mediating effects of self-efficacy, with uncertainty avoidance tempering this beneficial indirect effect (Su et al., 2 022). A company's culture is essential; the long-term sustainability of the business depends on the environment and culture of the organisation. Corporate culture is the cornerstone of an organisation's success, comprising conventions, values, employee work practices, and behaviours (Zacharias, 2021).

When analysing corporate branding in any service context, including the public sector, there are several reasons to consider the employee’s viewpoint. Employees have the potential to represent a brand, and their interactions with outside parties will influence how the public perceives the company (Kaplan, 2010). Research has validated the significance of the internal customer satisfaction concept, that it can enhance employees' dedication, which subsequently impacts their brand performance and job happiness (Buil et al., 2016). Internal marketing is becoming more and more crucial for organisations because of the knowledge-based economy and the service sector's notable rise. Organisations are adopting the internal marketing concept and treating their employees as internal customers because of the growing acknowledgement of employees' role in the service industry (Byju, 2013).

According to Hallencreutz and Johan Parmler (2019), high customer satisfaction improves a business's reputation, preserves its present market share, fosters customer loyalty, lowers customer complaints, and improves financial performance. It is claimed that a high degree of customer satisfaction boosts a business's reputation, preserves its present market share, fosters customer loyalty, and lowers customer complaints. Chuang et al. (2010) justified that an individual's interactions with their surroundings determine their level of job satisfaction. This relationship, in turn, illustrates a few antecedents and subsequent elements. Work-related psychological and pecuniary incentives are two antecedent notions that are commonly reported in research and are thought to be predictors of job satisfaction. For this study, internal customer satisfaction is crucial to be investigated because employees whom an organisation highly values are the key to attaining organisational goals (Eltayib & Ali, 2022).

3.3.7 Internal Customer Empowerment

Attracting top talent is still crucial for organisations, but it's also becoming more and more crucial for businesses to inspire individuals to stick around and make long-term contributions. The efficacy of external employer branding decreased when internal perceived attractiveness was neglected (Dassler et al., 2022). Research suggests that a strong identity enhances employee engagement. If symbols are used to communicate an organisation's identity clearly and consistently, stakeholders will be able to trust it (Halim, 2022). Several reasons exist for considering the employee perspective in understanding corporate branding in any service context, including that of the public sector. Employees can act as brand ambassadors, and their interaction with external stakeholders will, in turn, shape the external view of the brand (Kaplan, 2010).

Di Lauro (2020) discovered that highly engaged employees are eager to contribute to the development of the company and have a good attitude towards it. In addition, Knop (2022) acknowledged that a company's workforce is one of the factors that sets it apart from its rivals; for this reason, internal branding works to help a business draw in and retain talent.

Sharma and Raj (2022) defined employee satisfaction as a positive feeling or happy state that results from a work evaluation.

Every company needs to have a culture. The atmosphere and culture of the organisation have a big impact on how long the business survives. The cornerstone of a company's success is its culture, which consists of the customs, values, methods of operation, and employee behaviours (Zacharias, 2021). Through the mediation effects of self-efficacy, organisation empowerment positively influences self-leadership; uncertainty avoidance modifies this beneficial indirect effect (Su, 2022).

Employer branding has become a vital strategy for companies looking to draw in and hold on to exceptional workers in today's cutthroat business world. It describes the process of developing and promoting a distinctive employer brand for the company to set it apart from the competition and attract and keep the best and most driven workers (Azhar et al., 2024).

3.3.8 Internal Customer Communication

Research suggests that a strong identity enhances employee engagement, and if symbols are used to communicate an organisation's identity in a clear and consistent way, stakeholders will be able to trust it (Halim, 2022). According to Verˇci (2021), internal communication can improve an organisation's performance, efficiency, and focus on external customers when managed well. Gwinji et al. (2020) discovered that the internal marketing components of an organisation, particularly internal communication, inter-functional cooperation, and organisational dedication, have a favourable impact on its capacity to establish a competitive edge.

Through a variety of channels, including staff meetings, newsletters, and corporate brand training, the organisation's internal branding initiatives disseminate this information. Through this approach, employees acquire information about the corporate brand, including its vision and values (Di Lauro, 2020). According to research, a strong identity

increases employee engagement. Stakeholders will be able to trust an organisation if its identity is communicated through symbols in a clear and consistent manner (Halim, 2022). Recently, the perspective on brands in academic literature has shifted; they are now seen as tools for both internal and external communication rather than just one (Knop, 2022).

Employees should be seen as internal customers, and the company should prioritise their roles and tasks. Service organisations, therefore, prioritise recognising, concentrating on, and providing extra attention to the demands and expectations of their workforce (Mohammad, 2020).

3.3.9 Internal Customer Commitment

Corporate marketing and branding have raised awareness of the importance of internal marketing. Companies are progressively recognising and appreciating that employees are an important part of their brand and not just employees. Members of staff play a critical role in being brand ambassadors, shaping external perceptions, and driving customer loyalty and business performance (Baca & Reshidi, 2023). Internal branding has recently become more important in the marketing literature because of studies realising that corporate brand management involves both internal and external staff approaches(Arrieta & Cali, 2021). Previous studies have emphasised the significance of employee commitment as a critical differentiator and success factor for the company as well as for the brand. One can get a high degree of dedication in a variety of ways. Nonetheless, the study's strong causal association indicates that corporate brand identity management is crucial for forging this connection between the worker and the company (Buil et al., 2016).

The ever-changing economic environment, heightened competition, and effects of globalisation have made employee and talent management extremely difficult for organisations to build an employer brand. Because a company's reputation encourages employee dedication, loyalty, and retention, organisational managers need to keep an eye on and assess it. When employer brand loyalty falls due to a discrepancy between

perceived and actual image, an organisation loses its appeal to employees. Therefore, employee retention is aided by employer brand loyalty. Enhanced organisational performance is an additional benefit of employer brand loyalty (Azhar, 2024). Affective brand commitment is thought to be increased by personality-brand match as well. Employees who experience attachment emotionally to their organisation's brand are more expected to feel that way about themselves (Mohammad, 2020).

3.4. Branding Post COVID 19

Ismail et al. (2021) argued that the COVID-19 pandemic forced brands to adapt to a new reality. At that moment of extraordinary uncertainty, the fundamental elements that sustained brand trust changed significantly in a short space of time. A recent study conducted by Kusumawati et al. (2024) stated that after the COVID 19 pandemic there was a significant influence, especially on the brand personality variable toward the brand experience variable and brand personality. This means that post the pandemic, the branding landscape changed drastically. Sashittal et al. (2023) alluded to the fact that the disruption caused by the COVID-19 epidemic increased intentionality and raised questions about the moral behaviour of brand sponsors as a coping mechanism. Customers promoted brands as a coping mechanism. According to Ismail et al. (2021) to gain a competitive edge, organisations were compelled by the COVID-19 epidemic to alter their business strategy and migrate from their current condition to a desired future state.

3.5. Recent Developments in Digital Branding and Communications

Bala & Verma (2018**)** identified that corporate marketing is a dynamic, ever-changing, and restless endeavour. Today's marketing executives are forced to make strategic decisions that are increasingly influenced by the market including the internet. Trachuk et al. (2021) put forward that a new golden age of branding has emerged with the rise of social networks, but businesses face difficulties because of the need for innovative brand positioning that places a focus on fostering customer loyalty and trust. According to Madan & Rosca (2022) marketing communication has been revolutionised by new technologies and new marketing trends. Businesses across the globe are adjusting to this new reality. This change in digital space has been beneficial in some ways. Digital marketing is very

economical and has a significant positive commercial influence on the company. In fact, businesses may now compete on an equal basis with larger enterprises and access specific consumers at a reduced cost (Bala & Verma (2018**)**.

Ringson & Matshabaphala (2023) highlighted that South Africa has not spared from the evolving digital era. Social media platforms, have taken over communication networks in the digital age in South Africa, include Facebook, WhatsApp, and Twitter. These platforms could safeguard democracy and guarantee that the government is held accountable for providing in-services. Nuseir et al. (2021) mentioned that institutions of higher learning, i.e. universities' reputations have not been spared in the digital era. To provide a demanding online learning environment, universities must improve the quality of their e-services, e-information, and information and communication technologies. In Botswana according to Mosweu & Ngoepe (2019) through active use of social media platforms, the public sector has contributed to the development of fluid communication as part of the e-government agenda. The content found on social media platforms, or liquid communication, is so dynamic that time constraints make it challenging to manage.

According to Madan & Rosca (2022) because of the internet and technological improvements, two-way marketing communication is now feasible, and organisations now connect both offline and online. Organisations need to employ current technologies in their marketing efforts if they want to be seen globally. Mosweu & Ngoepe (2019) acknowledged a gap in the digital space and recommends that government should establish and implement social media strategies, as it has been shown that the government has accepted the use of social media platforms in the lack of clear regulations and norms.

Studies from other countries bring in a parallel to the South African context on the corporate identity context. As mentioned earlier there is no literature on corporate identity on Eswatini hence the use of the South African context. Zwakala & Steenkamp (2021) argued that brand uniqueness is crucial, especially in South Africa's oligopolistic banking business. Specifically, brand body and personality were identified as essential elements. In Kenya, Mtange (2022) said that based on the study, it was determined that the administration of Multimedia University of Kenya used both formal meetings and interactive and mediated channels, like phone conversations and the intranet, to help with record-keeping and raise awareness of institutional changes and identity.

Sutton et al. (2022) stated that internal communication is critical to an organisation's survival. It serves as the foundation for organisational effectiveness. When internal relationships are endangered, the organisation may suffer significantly. This is especially true in South Africa's complicated, confused, unpredictable, and uncertain corporate environment, which directly impacts internal communication management.

Siso & Abratt, (2015) revealed that for South African organisations to reap the benefits of corporate branding, the following must be carefully considered: that the company must recognise that employees are the cornerstone of the corporate branding strategy in their role as brand ambassadors. Wushe & Shenje (2019) asserted that employee engagement is an important area for the Zimbabwean public sector to foster creative conduct among employees, resulting in improved service delivery. This could be because the employee training program makes them feel cared about.

According to Leijerholt et al. (2018) a lot of gaps and limitations have been identified in research around corporate identity and internal marketing in the public sector space. The author largely urged the marketing body of knowledge to further explore and identify the factors that affect stakeholders' relationships with the brands of public sector organisations, given the crucial roles that external stakeholders play in the public sector. Siso et al. (2015) highlighted that there are limitations in the establishment of the fundamental components of successful corporate branding.

This demonstrates how far South African organisations need to go before they can strategically concentrate on corporate branding. To find out how departmental branding initiatives might improve the organisation's brand, more study is required. To further understand how and to what extent the concept of branding needs to be adjusted to better fit the public sector, more research is required (Leijerholt et al. 2018). Erasmus & Kemp (2021) discussed that, how stakeholders perceive an organisation's corporate identity is a crucial component in their decision-making processes. Wushe & Shenje (2019) emphasised that public sector organisations have been facing staff churn as employees look for new challenges and responsibilities as well as prospects for progress. This is due to poor professional development opportunities, inadequate pay and

incentive programs, and inefficient leadership. This claim is contrary to PSPF, where staff turnover is low, staff members are offered training opportunities, better pay compared to other institutions in Eswatini. Lastly, Sutton et al. (2022) observed that numerous authors have asked for further research on the challenges of internal communication, and explored the challenges South African organisations have with internal communication as they form their worldview.

3.5. Chapter Summary

This chapter discussion of the theory grounding the study and the empirical literature on the study's constructs. The theoretical model will be developed in the following chapter. The hypothesis links among the study's constructs are then discussed.

Chapter 4 Conceptual Model and Hypothesis Development

4.1 Introduction

A conceptual framework is a thorough overview of the key concepts expressed in the literature sources and theories examined. It aims to condense the key ideas from the literature chapter into a knowledgeable, consolidated, consistent, and logical literature perspective that can inform the empirical inquiry (Shikalepo, 2020).

The various hypothesis and the conceptual foundations that inform the framework are discussed in the following sections, as displayed in Figure 4.1.

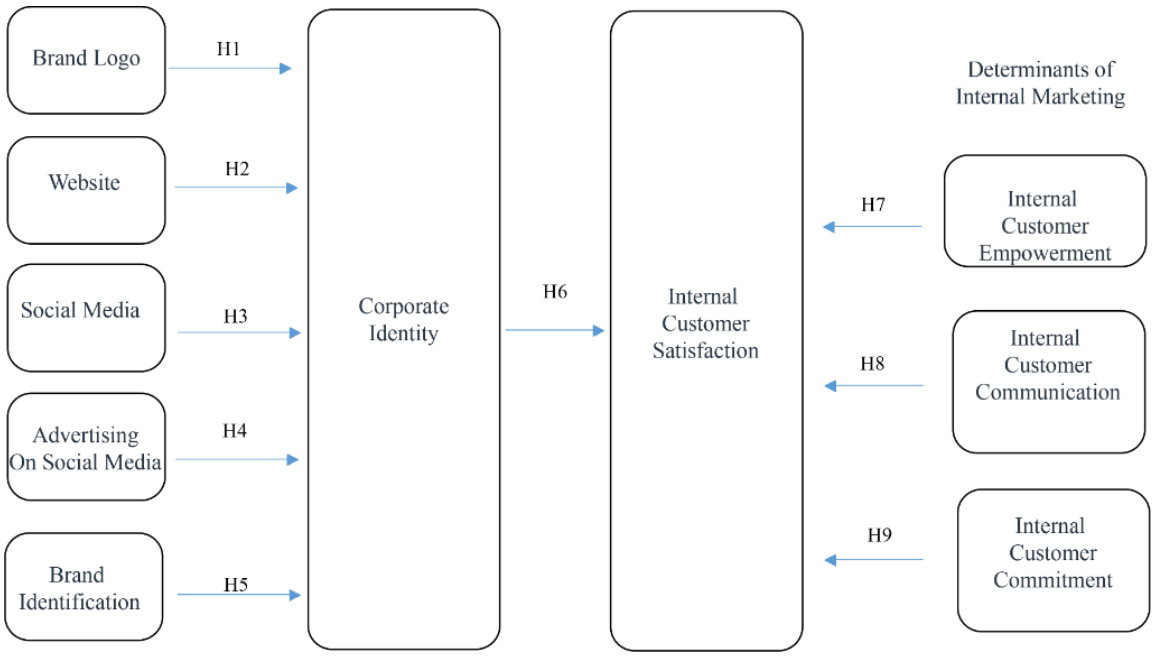


Figure 4.1: Conceptual Framework of the study

4.2 Hypothesis development

4.2.1 Brand Logo and Corporate Identity

A corporation defines its brand not only in terms of its own goods or services but also in terms of a logo, a name, a trademark, or any combination of these to set it apart from those of its rivals (Jin, 2019). Businesses communicate their branding strategies through a variety of brand components, including logos, jingles, slogans, packaging, and commercials. These components are useful for creating and maintaining a strong corporate identity (Kaur & Kaur, 2019). A logo is a graphic design that companies use to represent themselves and their offerings. They could also be described as a visual representation of a company and a brand management tool that might be said to be the foundation of corporate identity (Erjansola et al., 2021). Foroudi et al. (2020**)** validated that the idea that, a logo is a component of corporate identity that may be used to convey the character and values of the institution.

This discussion leads to this hypothesis:

H1. Brand logo positively influences corporate identity.

4.2.2 Website and Corporate Identity

Foroudi (2020) mentioned that a corporate website serves as a channel of communication that businesses utilise to establish identification, control external impressions, express distinctiveness, suggest repute, encourage brand loyalty, and instill trust in users. The visual style and pictures of websites are intimately linked to user happiness. Ageeva et al. (2019) stated that the company website serves to project corporate identity globally. A crucial tactic for business success is building a website that is optimised for search engines and keeping it updated. The degree to which customers see a company website favourably is known as its appealability.

Hence, the following hypothesis is proposed:

H2. Website positively influences corporate identity.

4.2.3 Social Media and Corporate Identity

Brands all over the world utilise social media channels to advertise their products aggressively. Companies are now actively engaging with clients via social media platforms, which enable two-way conversations. Social media platforms enable customer interactions, collaboration, expertise, and information exchange relating to their preference to support brands (Rehman, 2022). Customers utilise online platforms to share their experiences and recommendations with others and receive personalised services and up-to-date information. Social media additionally strengthens brand loyalty by fostering interactions with clients who take the time to post on the business's social media pages (Ebrahim, 2020). Prior research has indicated that product information can be used to predict the attitude of social media advertising. Consumers interact with businesses to learn about new models and products, according to research on consumer brand engagement motivations (Zollo et al., 2020)

Hence, the hypothesis below is purported:

H3. Social Media positively influences corporate identity.

4.2.4 Advertising on Social Media and Corporate Identity

Given that social media is one of the most significant platforms for informing consumers about companies, marketers are paying more and more attention to social media marketing (Cheung et al., 2019). Digital advertising today enables companies to promote to narrowly targeted groups of people with unique commercial messages at times and locations in several formats. Digital advertisements promise more precisetargeting and relevant, customised advertisement material when compared to traditionaladvertising (Gordon, 2021). More than ever before, consumers are becoming more

informed, empowered, connected, and subject to digital influence. Forecasting the future of digital advertising is crucial since consumers are increasingly in charge of marketing communications (Lee & Cho, 2020).

Hence, the following hypothesis is suggested:

H5. Advertising on social media positively influences corporate identity.

4.2.5 Brand Identification and Corporate Identity

The achievement of a corporate brand orientation rests on corporate brand identification or the recognition of the corporate brand throughout the firm (Balmer & Podnar, 2021). A logo could provide a clear connection to the fundamental components of corporate identity as a means of expression. Since consumers can now identify the company and brand in addition to the graphic picture when they view the logo, it has almost become a synonym for the organisation (Erjansola et al., 2021).

Hence, the following hypothesis is intended:

H5. Brand identification positively influences corporate identity.

4.2.6 Corporate Identity and Internal Customer Satisfaction

Cullinan et al. (2021) state that corporate identity development is a prerequisite for corporate brand development by management. Literature has demonstrated how branding initiatives undertaken by companies can result in satisfied staff members (Bharadwaj et al., 2022). Internal branding is becoming more important in marketing as experts recognise that company brand management comprises exterior actions and an internal approach involving employees (Arrieta & Cali, 2021). Employees are significant in fulfilling the company's brand promise. This is highlighted by unwavering organisational dedication as a crucial component of business branding (Balmer, 2021). This approach

supports organisations in talking with a single voice, having a single structure, and interacting as a single person with a single identity, all consistent with corporate identity coherence and standardisation (Sarasvuo, 2021).

Therefore, the following hypothesis is proposed:

H5. Corporate identity positively influences internal customer satisfaction.

4.2.7 Internal Customer Empowerment and Internal Customer Satisfaction

Internal marketing primarily promotes goods to staff members, who pass them along to customers once they are happy. Internal marketing can also help the company reach its goals, including increasing consumer happiness through innovation (Gwinji et al., 2020). On the other hand, Mohammad et al. (2020) argued that internal marketing strategies, such as administrative assistance, empowerment, training programs, rewards and encouragement, and internal communication statistically significantly impact the intention of employees to quit.

The following hypothesis is proposed:

H6. Internal customer empowerment positively influences internal customer satisfaction.

4.2.8 Internal Customer Communication and Internal Customer Satisfaction

The ability of an organisation to gain a competitive edge is positively impacted by internal marketing components, more especially internal communication, inter-functional cooperation, and organisational dedication (Gwinji et al., 2020). Sicilia and Palazon (2023) asserted that from an employee's point of view, building customer engagement habitsrequires coordination of channels and consistency in communication. To affect

employees' attitudes toward marketing communications and synergy realisation reactions and, indirectly, to improve their perception of customer engagement behaviour, integration efforts are crucial at both the communication and channel levels.

This discussion leads to the following hypothesis:

H7. Internal customer communication positively influences internal customer satisfaction.

4.2.9 Internal Customer Commitment and Internal Customer Satisfaction

In recent years, employees have been viewed as important players within companies who help the company achieve its goals, which helps the company develop its brand equity. In service businesses, in particular, employees are the organisation's public face (Arrieta and Cali, 2021).

Increasing employee commitment has been viewed as a key employee management responsibility since highly devoted employees are more likely to support organisational goals and adhere to the organisation's values, mission, and vision (Yu et al., 2019). Recent branding campaigns have switched their promotional focus to an internal organisational context by involving employees in the culture and strategy development to better comprehend, live, and be dedicated to the brand (Eid et al., 2019). Al Samman and Mohammed (2021) argued that customer orientation and internal marketing strategies correlate very positively. Internal marketing strategies, internal communication, and customer orientation all positively impact this.

The following hypothesis is proposed:

H8. Internal customer commitment positively affects internal customer satisfaction.

4.3 Chapter Summary

This chapter provided an in-depth discussion of the theory grounding the study, followed by empirical literature on the study's constructs. In addition, this chapter began the discussion of the suggested conceptual model and the formulation of hypothesis. The next chapter outlines the study's methodology.

Chapter 5 Research Methodology

5.1 Introduction

The preceding chapter discussed the proposed conceptual framework of the study, followed by the hypothesis development. This chapter deliberates how the research was done for this investigation. The explanation and elaboration of the research strategy encompasses the sampling design, design, methodology, and research philosophy. These include a discussion and explanation of the measurement devices, statistical models, and data collection techniques.

5.2 Research Philosophy and Methods

Research philosophy is an integral part of research technique. According to one definition, research philosophy is a way of looking at the world that includes the questions and methods for coming up with answers. Before they start a study, researchers take stock of their worldviews and philosophical convictions (Tie et al., 2019).

Methodology refers to a mechanism in which researchers define their problem objective and provide their findings based on data collected throughout the study period (Bell et al., 2019). Methodology is the study strategy that determines the data gathering and analysis processes used to answer the research question (Tie et al., 2019). Secondary and primary data are gathered to address any research questions, generating new knowledge. Research methodologies are classified into quantitative and qualitative (Saunders et al., 2019).

Quantitative research focuses on numbers, but qualitative research encompasses all aspects other than numbers. Quantitative research is concerned with preset variables. The variables are fixed, but their dimensions, such as frequency or number, can vary (Aspers & Corte, 2019). Quantitative research connects with a deductive method, collecting and analysing data to test hypothesis. However, it may also include an inductive approach, in which data are utilised to generate theory (Saunders et al., 2019).Hence, the

study adopted a quantitative method where data was used to develop a theory and test a hypothesis. Qualitative research, on the other hand, is better suited to understanding human relationships, meanings, and procedures within organisations (Alam, 2019). Mweshi & Sakyi (2020) supported that qualitative studies frequently rely on people who are articulate and introspective enough to provide detailed explanations of their experiences. Interviews with disengaged respondents yield vague replies, which are unsuitable for content analysis. Naturalistic observation and interviewing are favoured by qualitative approaches, as are lower sample sizes.

5.2.1 Rationale for adopting a quantitative method.

The study employed a descriptive research design. The descriptive research design is best suited to quantitative research (Aspers and Corte, 2019). This study used a survey questionnaire designed using closed-ended questions. The closed-ended questions were used to collect quantitative data on corporate identity and internal customer satisfaction. The survey questionnaire was pretested to ensure that it was clear and easy to understand. Questionnaires are a type of research instrument that is used to collect data. As a result,it comprises both face-to-face and online questionnaires. Online questionnaires are thosein which the questions are answered without the presence of a researcher (Saunders et al., 2019).

5.2.2. Research Design

A research design outlines how a study proceeds from its purpose and questions to the desired conclusions. Data analysis enhances comprehension of a topic through a comprehensive planning approach (Bell et al., 2022). Research design is crucial for studies in various fields, including science and social science. Choosing the right research design is crucial after determining the topic and questions (Abutabenjeh & Jaradat, 2018).

According to Akhtar (2016), the main features of research design are listed in the following order:

1) A concise research design must include a clear statement of the research problem.
2) Techniques for acquiring data or information.
3) The population being examined.

4) Methods for processing and analysing data.

In quantitative research, a survey technique is typically implemented using questionnaires, organised interviews, or, in some cases, structured observation (Saunders et al., 2019). Survey research is one such method for contributing to theory creation because the maingoal of conducting a survey is either exploratory or descriptive. There are exploratory anddescriptive surveys. Descriptive surveys can be used to make assertions about apopulation, whereas explanatory surveys try to make explanatory claims about the population (Wagner, 2020).

The study design that was used for this research project is shown in Figure 5.1. Below was the sampling design: Persons were the intended audience who are internal and external stakeholders of PSPF, Eswatini, from the age of 21–60 years. The sample size was 150 because the organisation is small. Purposeful sampling was used as the sample technique. Both measuring scale questions and demographic data measurements were included in the questionnaire's design. Independently administered data collecting was the method employed.

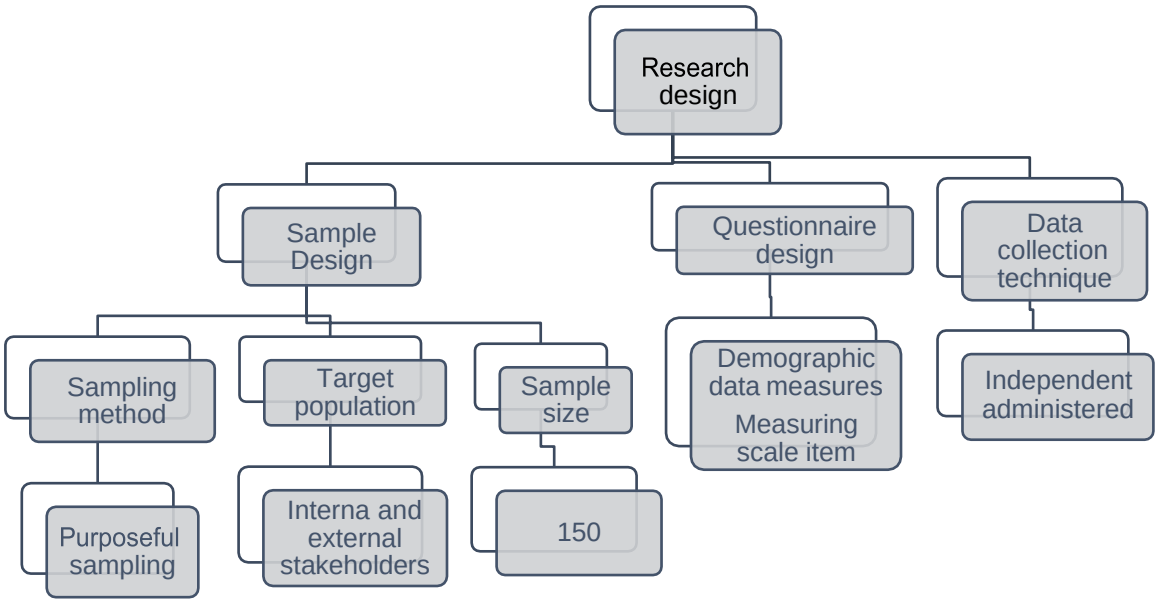


Figure 5.1: Research design

5.3 The Sampling and Design Process

One technique for managing research is sampling. When researchers choose a sample, they take a small, representative subset of cases for counting or observation from the larger universe or population of interest. Results that are more in line with the population parameter are likely to come from a sample that was selected in an objective or scientific manner (Mweshi & Sakyi, 2020). Defining a research sample is crucial for determining the study's scope and potential impact on theory and practice (Cash et al., 2022). Sampling is divided into Non-probability and Probability. Probability sampling (or representative sampling) is most typically connected with survey research methodologies in which a researcher must make statistical inferences about a population from the sample to answer the research question(s) and accomplish the research objectives (Saunders et al., 2019).

A purposive sampling method was used for the study due to the data collection method, which requires that respondents have access to the internet to receive the online survey link. Purposive sampling entails identifying and selecting individuals or groups who are knowledgeable about a topic of interest (Etikan et al., 2016). Andrade (2021) argued that the external validity of a study involving a convenience and purposive sample would be constrained by the sample's convenience and purposive nature, which allows for generalization to only the population from which the sample was drawn and to those in the population who share the sample's characteristics. Dhaval et al. (2023) explained that convenience sampling is the process of selecting sample participants based on their accessibility. Those who are easily accessible to the researcher are chosen as part of the selection procedure. To address the study topic, the researcher purposefully chose individuals.

The sample plan focuses on two different age ranges, 21 and 60, to represent the whole range of working age individuals in Eswatini. With this option, perceptions across generational gaps within PSPF can be thoroughly analysed, covering both younger employees who might be unfamiliar with the pension system and older stakeholders who are approaching or have reached retirement age.

5.3.1 Population

A population is a whole group of people with specific characteristics, while a sample is a subset of that population (Thacker, 2020). Before doing research, researchers must precisely define their target population. A well-defined population allows researchers to select a suitable sample size that accurately represents the population.

5.3.2. Determining a sample size

Determining the sample size involves a researcher's selection of how many cases to include in the study (Malhotra et al., 2017) The data collection strategy employed in the study necessitates internet access for respondents to get the online survey link; hence, a purposive sampling approach was chosen. Finding and choosing people or organizations that are informed about a certain topic of interest is the process of purposeful sampling ((Etikan et al., 2016). Both purposive and convenience sampling were used in this study. Through the combination of these two sampling techniques, researchers can choose participants according to predetermined standards while simultaneously taking accessibility and practicality into account. With this hybrid technique, rich and varied data can be gathered while retaining some degree of generalizability to the intended audience (Saunders et al., 2019).

According to Mweshi & Sakyi (2020) greater sample sizes are preferred in quantitative research. Choosing a sample that includes at least 100 members of a given population is generally a good idea. Anything under thirty is considered a tiny sample in statistics. This implies that complex sampling techniques are probably not acceptable if the population being studied is small i.e. less than 150.

The selected participants for this study were staff members and suppliers/external stakeholders of the PSPF who live in Mbabane, the capital city of Eswatini. The sample population was 150 respondents. The rationale for this sample size is that the organisation is small and operates in Eswatini, with a small population of 1,210,822. The administration took placeonline (via email and the web) and in Mbabane (the capital city of Eswatini), where the representation of the sample was found. The participants were chosen based

on their knowledge and work with the brand. In addition,the participants were sampled because of their proximity to the organisation as they reside in Mbabane, the capital city where the organisation is based. The age of the participants was 21-60. The participants in this age bracket are selected as they know the subject.

5.4 Data Collection Instrument

A self-administered questionnaire survey was developed as a measurement tool. The purpose of the tool was to gather input on the essential components of the Public Service Pensions Fund's corporate identity from both internal and external stakeholders. Every respondent received an online questionnaire from the researcher via WhatsApp chats and specifically tailored emails. Both the email and the WhatsApp message contained a link to the eight- to ten-minute self-administered quiz. The sample size and targeted method reduced the likelihood of a single responder delivering several responses.

An online survey application called Google Forms was utilised to create, distribute, and analyse the questionnaire, which was the research's primary data gathering. Installing any software was not required, and Google Forms were free to use. It was extremely simple to use and answered every inquiry. In addition, participants had the option to pause the survey in the middle and continue later. Before the survey went online, internal stakeholders were asked to test the questions to ensure they addressed the study's goals. The questionnaire was created based on the thorough literature analysis and had two sections. The first section requested respondents to provide biographical information, and the second section included questions about eachconstruct that was measured as part of the study. The questionnaire was divided into two. One for internal stakeholders and the other for external stakeholders. This is because the questions on internal marketing determinants did not apply to external stakeholders. This refers to questions like:

- There is enough freedom for employees to do what they want in their work.
- Employees at all levels understand the direction and key priorities at PSPF.

Both questions cannot be answered for an external stakeholder like a service provider.
A 5-point Likert scale with fivepossible answers was used to score each question: 1) strongly disagree, 2) disagree, 3,somewhat disagree, 4) neither agree nor disagree agree,

5) somewhat agree, 6) agree, 7, strongly agree. The rationale for using a seven-point Likert scale is that it gave more likelihoods to get correct responses from the participants since the choices were many. Measurement items from earlier research were modified for the current investigation. These scales helped in understanding internal and external stakeholders towards the organisation's corporate identity. In questionnaire-based research, the Likert scale is a psychometric measure that is widely employed. It is the method that is most frequently used in survey research to measure responses (Anjaria, 2022). For a considerable amount of time, the Likert scale has been regarded as an efficient means of gathering information about participants' preferences or level of agreement with a series of assertions, crafting and adjusting responses, and producing suitable outcomes for statistical analysis (Heo et al., 2021). The study tool is in Appendix A.

5.4.1. Ethical considerations

According to Sarker (2019), conducting research entails adhering to specific laws and regulations, which is referred to as "ethics" in the field. The University of the Witwatersrand Registrar granted a certificate of ethical clearance. The participants were made aware of the anonymous nature of the survey, the absolute confidentiality of the data collected, and the possibility of receiving the findings upon request.

A consent form was provided to participants, who had to fill it out before starting the survey. This was done to demonstrate that the responder was not forced to participate in the study and that the researcher had permission to utilise the information provided. In addition, the participants were informed about the purpose of the study, the expectations placed on them, including the estimated time needed to complete the survey, and that their participation was entirely voluntary.

Confidentiality was kept, participation was voluntary, and participants were notified prior to participating in the study; additionally, the data obtained were utilised to measure variables indicated in the conceptual framework.

5.4.2. Pilot testing

Wadood (2021) defined pilot testing as the most suitable instrument and is essential for conducting large-scale surveys in order to improve the validity, reliability, and practicability of the questionnaire, particularly in the fields of education, social sciences, and management. According to Gani et al. (2020) validity pertains to both the reliability of the research and its ability to assess the intended construct. Reliability is the capacity of interview data to assess the ideas intended and to do so consistently and impartially. Consequently, in research investigations, validity and reliability are both essential.

This test was conducted through an online survey. A sample of 19 people participated in the study's pilot test, and they were asked to complete an online survey produced using Google Forms that had the same questions that would be used in the official study. Additionally, for consistency, this sample was drawn from a population that was identical to the official study sample and required the participants to be Swazi citizens and older than 18. After completing the form, these participants were informed that the questionnaire was still in its pilot phase and were given the opportunity to reply with an open-ended question at the conclusion of the study with any comments, concerns, questions, or ideas for the researcher. These were then considered when administering the formal survey. Overall, the participants provided positive feedback.

5.5. Data Collection Process

An online data collection method was used to collect data from the sample for the study. Data was collected through emails and social networks. Ong et al. (2023) highlighted that unlike conventional surveying techniques, social media-based surveys use an online software system that has been carefully constructed to post the survey on the chosen social media platform, where respondents can submit their answers

The questionnaires were distributed over one day to participants while they were in their difference workplaces. This was done during working days. Responses from internal stakeholders were received over five days and nine days for external stakeholders. With both internal and external stakeholders' multiple reminders using Whatsapp and cellphone

calls were made to prompt the stakeholders. These communication methods were used and proved effective because prompt responses were received from the stakeholders.

5.6. Data Analysis

According to Bell et al. (2019), data analysis provides solutions to the fundamental problems asked in the problem description. Data analysis entails recognising, categorising, and assigning a number or character symbol to data. SmartPLS accommodates small sample sizes. The study used descriptive analysis. The SmartPLS and SPSS programs were used as analysis tools in the study's approach to data analysis. Prior to analysis, data coding of questionnaire responses was performed using SPSS software.

5.6.1. Data cleaning

Data cleansing refers to the thoroughness, consistency checks, and handling of data when handling incomplete responses (Mahotra et al., 2017). In this study, the missing value analysis was conducted and results show that internal (Appendix A1) and external (Appendix A2) stakeholders had no issues as the maximum missing value was less than the proposed threshold of 10% by Dong and Peng (2013) even the more conservative threshold of 5% by Schafer (1999)

5.6.2. Normality assessment

Hair et al. (2010, cited in Tarhini, Teo & Tarhini, 2016) stated that in multivariate analysis, determining whether normalcy exists is crucial since it influences the validity and reliability of the results. To assess the normality of the data for this study, the Shapiro-Wilk test was used (see Appendix B 1 and 2). The Shapiro-Wilk test, which is based on correlation within provided observations and related normal scores, is one of the most widely used tests for normality assumption diagnostics. It has strong power qualities (Das, 2016). The Shapiro-Wilk test is better suitable for small sample sizes (<50), but it can also be applied to larger sample sizes. The Kolmogorov-Smirnov test is engaged for $n \geq 50$. For both preceding

tests, the null hypothesis says that the data are drawn from a normally distributed population (Mishra et al., 2019). Estrada et al. (2022) revealed that according to the Shapiro-Wilk test, a value greater than 0.05 indicates that the data is normal. A value below 0.05 indicates a considerable departure from normality in the data.

5.6.3. Testing for multicollinearity

In addition to these analyses, a multicollinearity test is used to evaluate the correlations for each independent variable in the study (Shrestha, 2020). Multicollinearity is described as the strong correlation of variable relationships inside the model, and is hence detrimental to research outcomes (Kim, 2019; Shrestha, 2020). The analysis mentions checking for multicollinearity using the Variance Inflation Factor (VIF) and states that the threshold for common method variance is 3.3 or less. The VIF values for all variables in the external stakeholder model were below the threshold of 3.3, confirming that there are no issues of common method variance. Consequently, this suggests that there is no multicollinearity between any of the many associated paired constructs.

5.5 Validity and Reliability of Measurement of Scales

5.5.1. Reliability Assessment

For researchers to identify the problems in their study or the themes they wish to investigate, researchers create a conceptual model that incorporates specific variables. In research that uses quantitative methods, researchers collect and analyse data obtained through a questionnaire to put their conceptual model to the test (MacGregor, 2021). Sürücü and Maslakçı (2020) argued that certain tools employed to measure the survey must meet certain criteria to produce useful results in the study. Validity of the scale and reliability are the common tools used in research. The level of reliability refers to how consistently and consistently a phenomenon's measurement yields results. Repeatability is another issue that reliability addresses. When repeated measurements using the scale or test yield the same result, it is said to be reliable.

Reliability testing is crucial since dependability refers to the consistency between a measuring instrument's components (Taherdoost, 2016). According to Hoekstra et al. (2019), a study's data must be used to determine the dependability of the test score. In behavioural and social science research, coefficient alpha is the metric most employed to assess reliability.

The reliability analysis was conducted on the ten constructs from the internal stakeholder survey of the study. This was performed by assessing Cronbach's Alpha coefficient (α), quantifying how much a group of items (or questions) accurately assesses a single, one-dimensional underlying concept –-construct. The results showed a strong correlation between items, indicating high internal consistency. All constructs had acceptable to excellent reliability, with brand identity having excellent reliability. The relationship analysis was done with Pearson Chi-Square (χ2), Fisher's Exact test, and Cramer's V (φ) to determine the association's strength.

5.5.2. Validity Assessment

The term "validity" describes whether the measuring tool measures the expected behaviour or quality and is a gauge of how well the tool performs its intended job (Sürücü & Maslakçı, 2020).

5.6 Hyphothesis Testing

The investigation culminates in hypothesis testing, which determines whether or not the put-out hypotheses are accepted. Here, the relationships between the various independent and dependent variables are investigated. A Bootstrapping analysis on Smart-PLS is conducted as part of the statistical hypothesis testing process, after which the significance of correlations is noted (p-value < 0,05) (Wong, 2019).

5.7 Chapter Summary

This Chapter observed the Methodological approaches used in research as well as those that this study incorporates. Here, a detailed understanding of the methods and approaches this study utilised is provided, as well as their subsequent justifications. This was done through the exploration of the different layers within the research onion presented by Saunders et al., (2019), the analysis of each of the marketing research processes and the research design choices and procedures incorporated in the study. This study, therefore, paves the way for Chapter 6, to provide the results of the study and observations through data analysis, set on the foundations highlighted in this Chapter.

Chapter 6 Results

6.1 Introduction

The study aims to investigate the PSPF's corporate identity and heighten the PSPF brand's visibility. The investigation was conducted with quantitative research methods using a survey questionnaire with internal and external stakeholders. The participants were selected for this study because they work and know the organisation. Internal stakeholders, who were staff members, are familiar with the brand because they interact with it daily. It was important to have external stakeholders participate because they know the brand, i.e., some sell promotional material to the organisation. Furthermore, the external stakeholders interact with the organisation's digital platforms in their work with the PSPF brand. This holistic approach was critical to understanding how the organisation's identity is perceived internally and externally, thus gaining a balanced perspective. For internal stakeholders, 42 respondents were obtained from a total population of 62 (total staff), equating to a response rate of 67.7%. This is higher than the normal % online response rate of 46.1% (Wu et al., 2022).). The sample size of 42 for the internal stakeholders meant that the relationship analysis (association) could be done with Pearson Chi-Square (χ^2), as it is in line with the minimum sample size of 20 to 50 (Bolboacă et al., 2011). For the external stakeholders,the final respondents were 102, after excluding six who were not active members, as theyfell under the exclusion criteria. The response of about 100 was adequate and allowed for the analysis usingthe Structural Equation Model with Partial Least Squares (PLS-SEM) (Kline, 2016).

The missing value analysis was conducted and results show that internal (Appendix A1) and external (Appendix A2) stakeholders had no issues as the maximum missing value was less than the proposed threshold of 10% by Dong and Peng (2013) even the more conservative threshold of 5% by Schafer (1999). Consequently, PLS-SEM exhibits sufficient robustness to handle non-normality in data (Hair et al., 2022). This was followed by the analysis with a boxplot for extreme outliers with values higher than three times the interquartile range regarded as the extreme outliers. Overall, there were no issues with extreme outliers in the data, with few values removed from the final dataset. Value with

outliers at 1.5 times interquartile range were retained in the final dataset. The normality analysis showed that the data was non-normal (Appendix B1 and B2), as such non-parametric test, Chi-square and PLS-SEM were utilised to test the hypothesis.

This chapter presents the study's results, opening with the summary of both the internal and external stakeholders. Descriptive statistics follow this, followed by multivariate analysis to test the validity and reliability, and inferential statistics to test the study's hypothesis.

6.2 Demographic Profile of the Respondents

A survey was also conducted on the internal and external stakeholder participants, and the profile of the participants was determined by gender, age, marital status, level of education, and occupational status.

6.2.1 Demographic Profile of Internal Stakeholders

A total of 42 internal stakeholders participated in the survey, and among these participants, 56.7% were females, while 38.1% were males. Some participants did not complete the survey, and they constituted a percentage of the total sample, with a further 2.38% deciding not to disclose their gender (Figure 6.1).

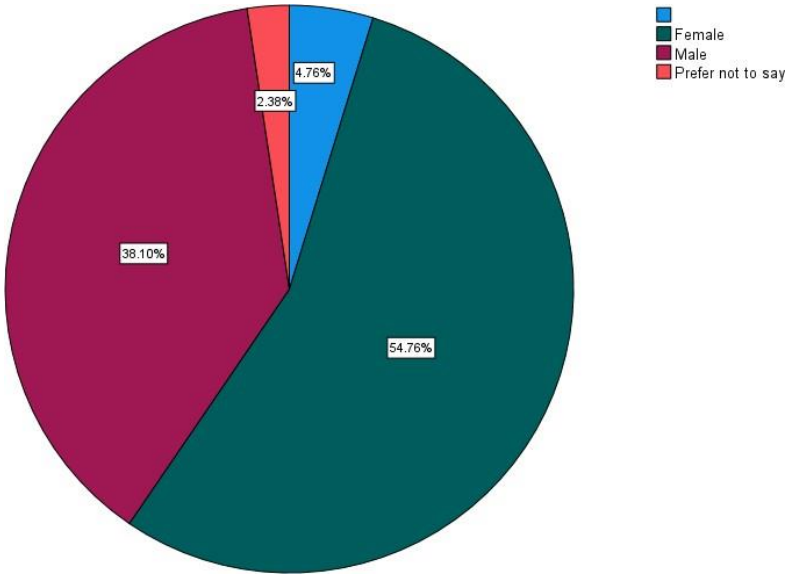


Figure 6.1: Gender profile of participants

Within the internal stakeholders surveyed, the results demonstrated that 42.24% of the participants ranged between the ages of 41–50, with 26.19% ranging between the ages of 21–30, similarly with the participants aged 31–40. Furthermore, 2.38% of the participants were aged 18–20 (Figure 6.2).

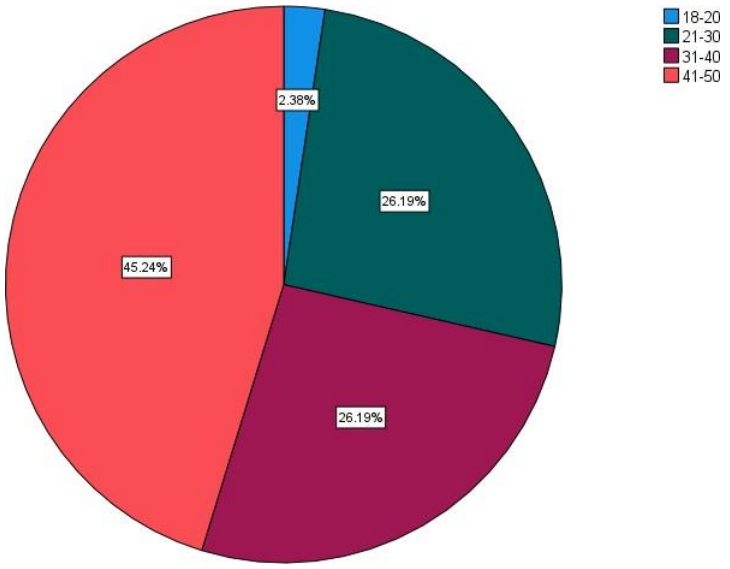


Figure 6.2: Age profile of internal participants

Of the 42 participants, 42.86% of the internal stakeholders were married, while 40.48% were single. The participants who decided not to say constituted 7.14%. Furthermore, 6.76% of the participants were in a partnership. Similar results were shown for the widowed/ divorced/ separated participants (Figure 6.3).

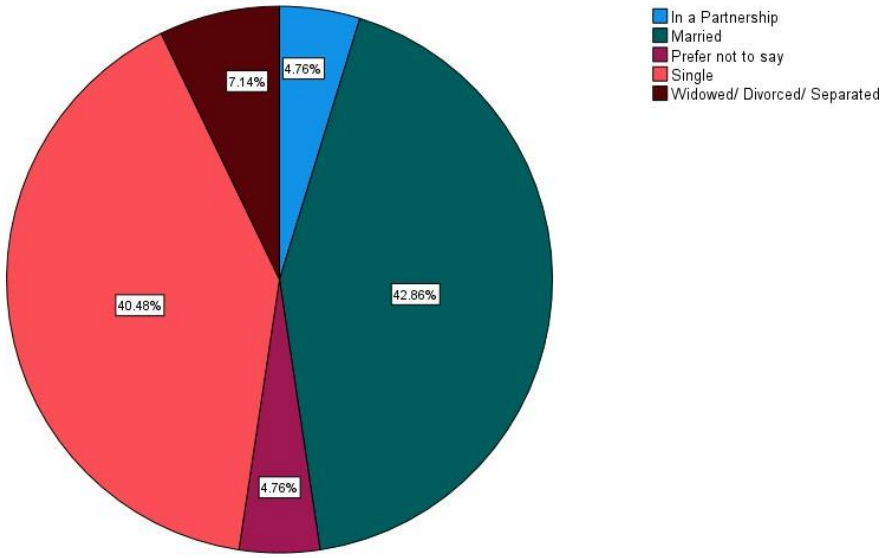


Figure 6.3: Marital status of the internal participants

Within the 42 stakeholders, most of the participants were employed, constituting 97.62%of the results, while only 2.38% were students (Figure 6.4).

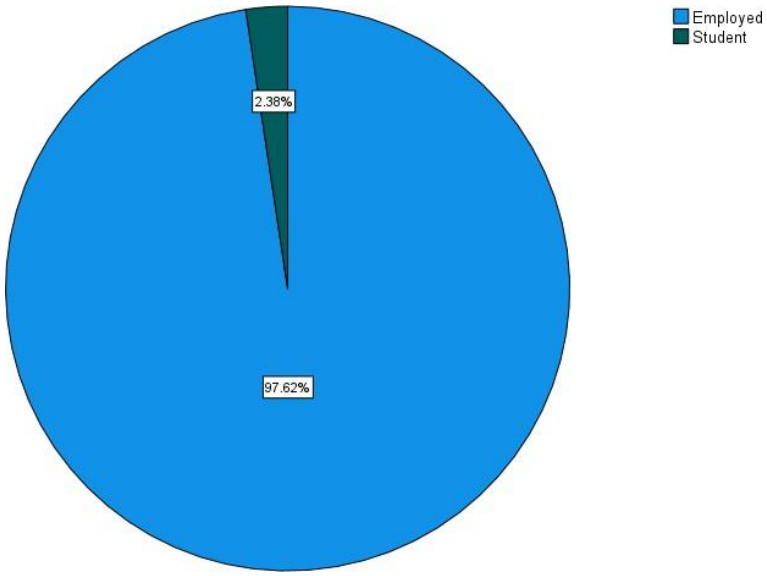


Figure 6.4: Occupation profile of participants

Of the 42 participants, 69.05% of the internal stakeholder's educational status was a postgraduate degree, while 26.19% had diploma status. Further, 2.38% were high school

with similar results who did not indicate (Figure 6.5).

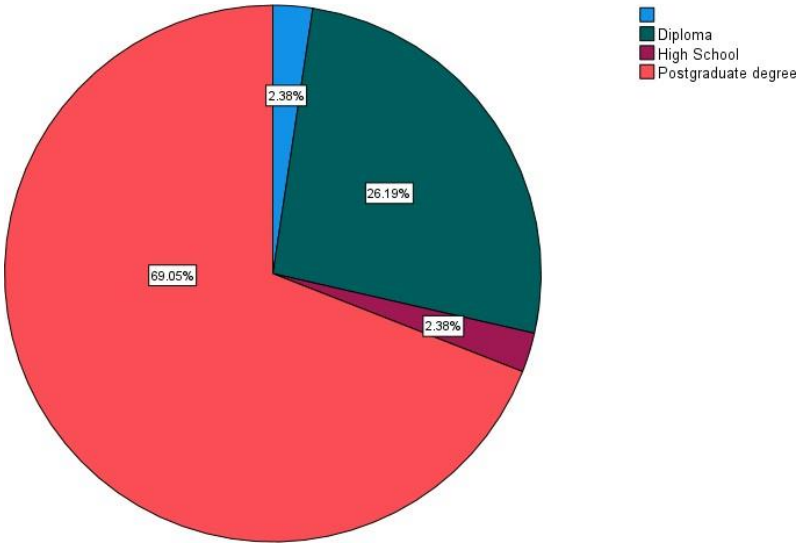


Figure 6.5: Educational status profile of the participants

6.2.2 Demographic Profile of External Stakeholders

In the survey, which comprised 102 external stakeholders, 60,78% of females participated, 38,24% of males, and 0,98% preferred not to say (Figure 6.6).

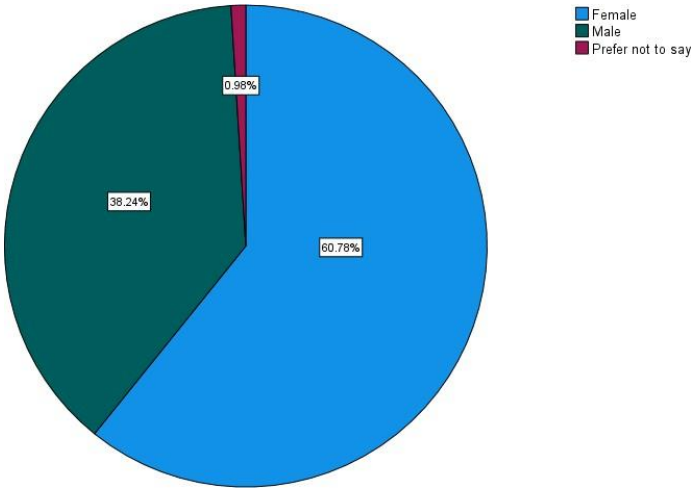


Figure 6.6: Gender profile of participants

Within the external stakeholder's participation in the survey, ages between 21–30

demonstrated 17,65%, and those aged 31–40 demonstrated 23,53%. Furthermore, the ages between 41–50 showed a 9,80%, and the age between 51–55 demonstrated 6,86%, and lastly, 9,80% of the participants were aged 55–75 (Figure 6.7).

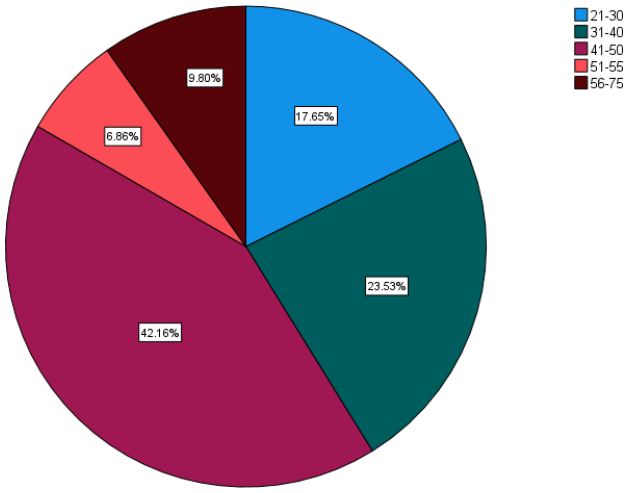


Figure 6.7: Age profile of participants

The married participants were 44,12%, while single participants were 44,12%. Furthermore, 9,80% of the participants were widowed, divorced, or separated, and 1,96% were in a partnership (Figure 6.8).

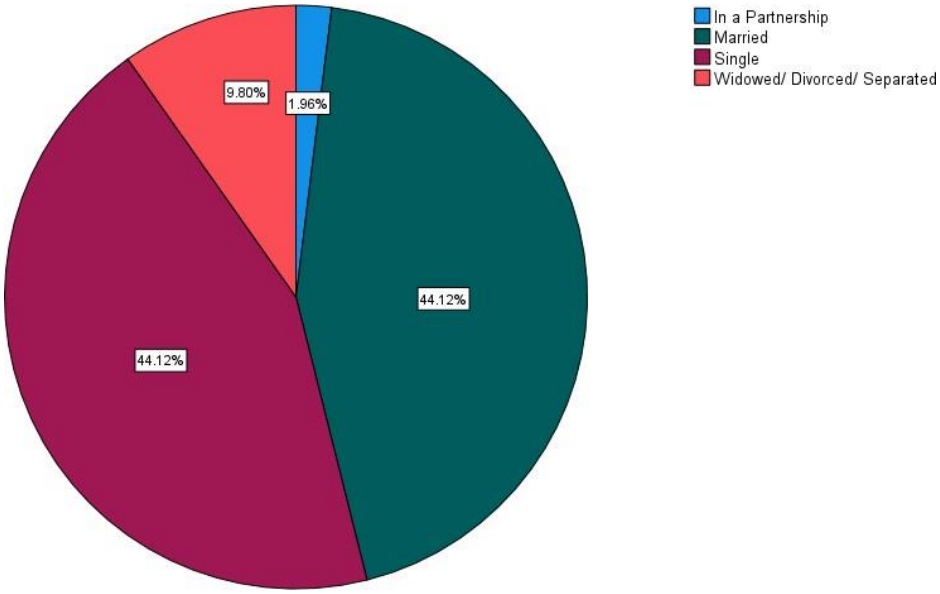


Figure 6.8: Marital profile of participants

The level of education of the participants who took part in the survey demonstrated that 43,14% have a degree, and 18,63% have a diploma. Furthermore, 2,94% are in high school, and 34,31% have obtained postgraduate degrees. Also, 0,98% preferred not to say their education level (Figure 6.9).

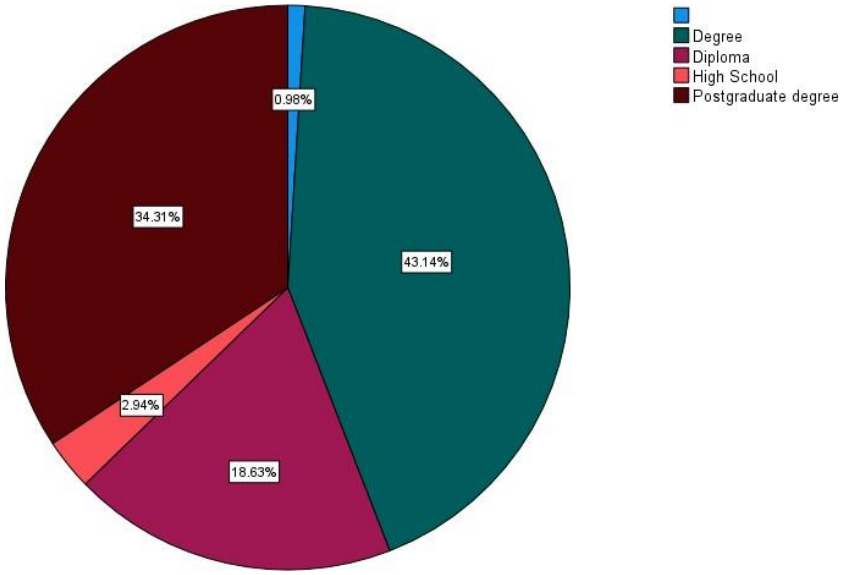


Figure 6.9: Level of education profile of the participants

The occupational level of the participants demonstrates that 88,24% of them were employed while 3,92% were unemployed. Retired participants were 3,92%, along with students, who were 3,92% (Figure 6.10).

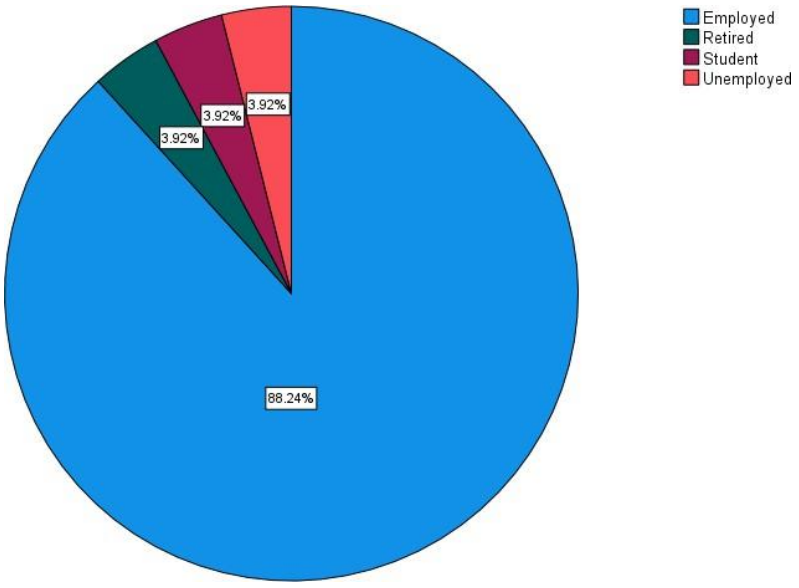


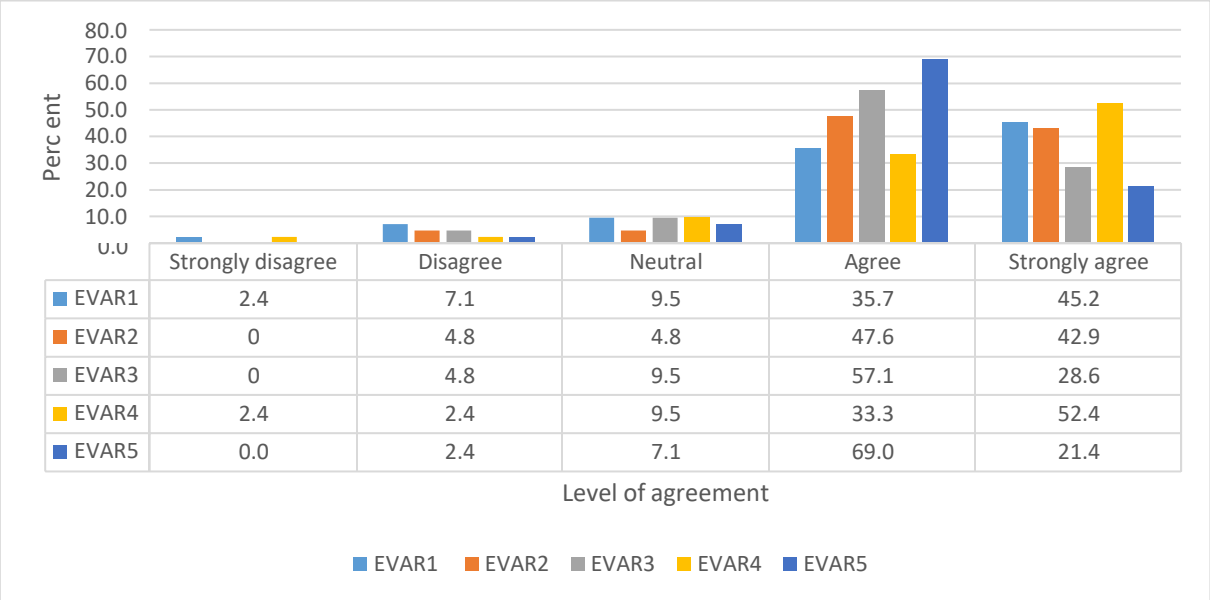
Figure 6.10: Occupational status profile of participants

6.3 Descriptive Statistics of Measurement Items

6.3.1 Internal stakeholders of measurement items

6.3.1.1 Brand Logo

Figure 6.11 presents the distribution percentage frequency of the variables or items that investigated the brand logo. There were five variables, which are EVAR1 – The design of the logo is familiar to me; EVAR2 – The design of the PSPF logo communicates the brand identity; EVAR3 – The design of the PSPF logo reflects the personality of the company; EVAR4 – The design of the PSPF logo is meaningful, and EVAR5 – The design of the PSPF logo communicates the brand message.



	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
EVAR1	2.4	7.1	9.5	35.7	45.2
EVAR2	0	4.8	4.8	47.6	42.9
EVAR3	0	4.8	9.5	57.1	28.6
EVAR4	2.4	2.4	9.5	33.3	52.4
EVAR5	0.0	2.4	7.1	69.0	21.4

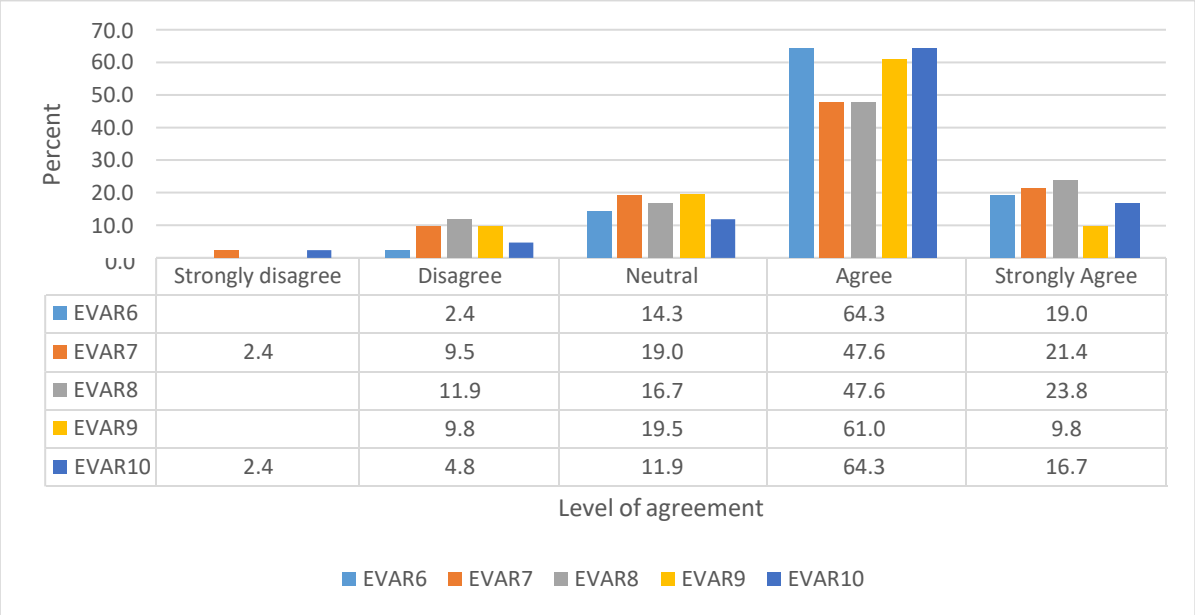
Figure 6.11: Measurement item of brand logo

The results show that the participants generally agreed with the statements, with the majority of the participants 69.0% agreeing with EVAR5, with more than 50% of the participants agreeing with the other four statements with EVAR1 = 35.7%, EVAR2 = 47.6%, EVAR3 = 57.1% and EVAR4 = 33.3%. The statement the participants strongly agreed with was EVAR4, with 52.4%, while less than 10% of the participants were neutral.

In all five statements, the participants who disagreed or strongly disagreed with the statements were also less than 10%.

6.3.1.2 Website

Figure 6.12 presents the distribution percentage frequency of the variables or items that investigated the website. There were five variables, which are EVAR6 – PSPF website portrays the company's identity, EVAR7 – The PSPF website provides good navigation facilities to information content, EVAR8 – The PSPF website is visually appealing, EVAR9 – PSPF website has a consistent design and is aligned to the brand, and EVAR10 – The PSPF logo communicates the organisation's personality The PSPF logo communicates the organisation's personality.



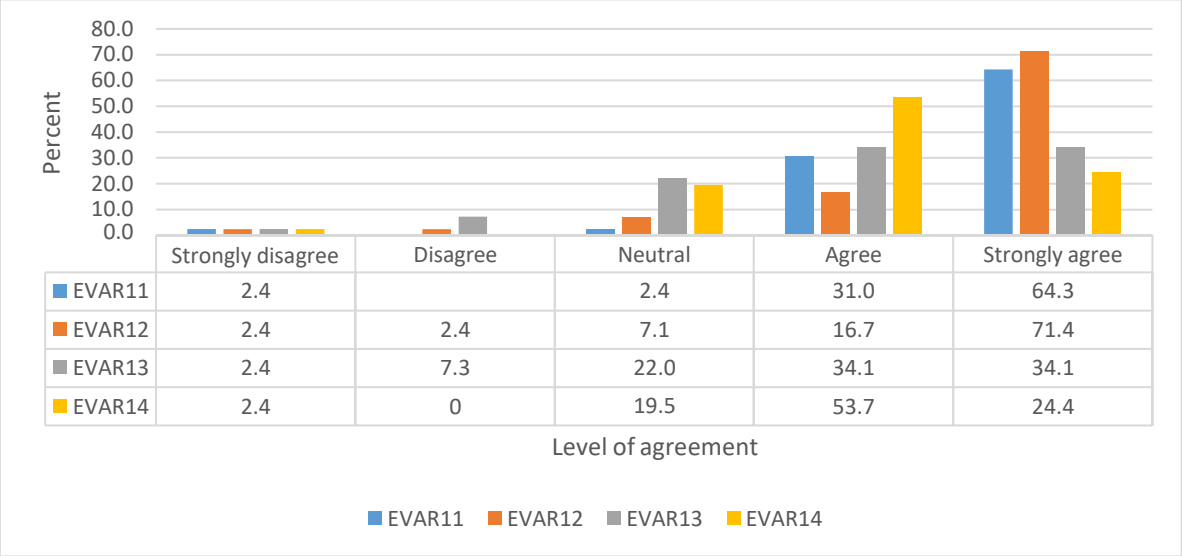
	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
EVAR6		2.4	14.3	64.3	19.0
EVAR7	2.4	9.5	19.0	47.6	21.4
EVAR8		11.9	16.7	47.6	23.8
EVAR9		9.8	19.5	61.0	9.8
EVAR10	2.4	4.8	11.9	64.3	16.7

Figure 6.12: Measurement item of the website

The results show that the participants generally agreed with the statements, with the majority of the participants 66.3% agreeing with EVAR6 and EVAR10. Participants have statements that strongly disagreed are low with less than 5%. Only 11.9% of the participants were neutral.

6.3.1.3 Social Media

Figure 6.13 presents the distribution percentage frequency of the variables or items that investigated social media. There were four variables, which are EVAR11 – Social media is good to be used as a marketing tool of PSPF services, EVAR12 – Any trade or service company should have social media as marketing tools, EVAR13 – Advertising through social media is more quickly recognised by the community rather than advertising through other media (such as newspapers, TV, and radio), and EVAR14 – Social media helps me to remember PSPF services. The results show that the participants strongly agreed with the statements, with the majority of the participants 71.4% agreeing with EVAR12. Participants that strongly disagreed were all 2.4%.

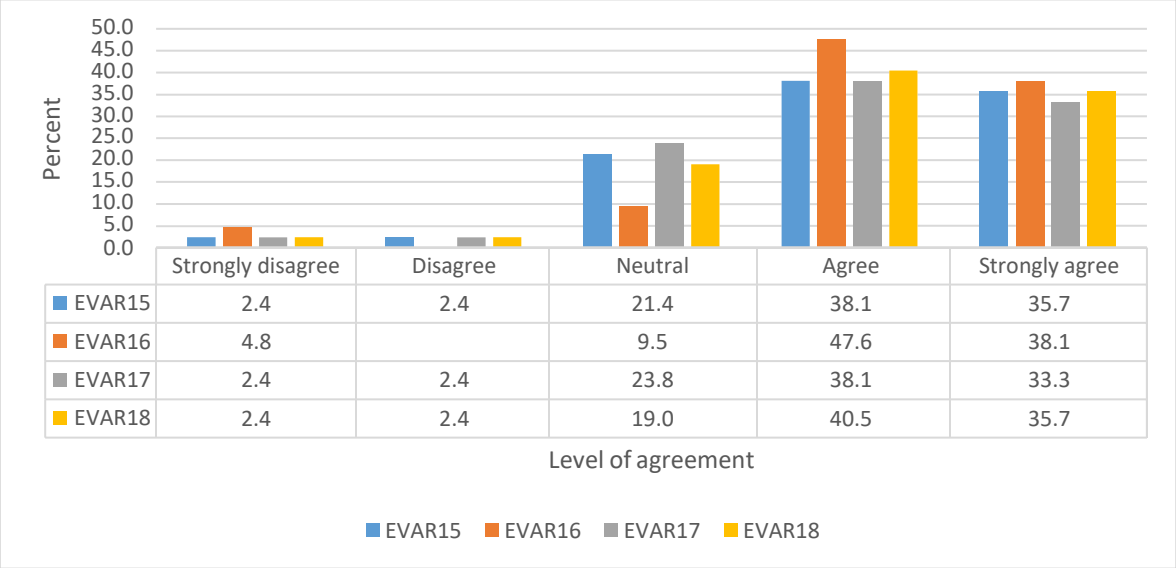


	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
EVAR11	2.4		2.4	31.0	64.3
EVAR12	2.4	2.4	7.1	16.7	71.4
EVAR13	2.4	7.3	22.0	34.1	34.1
EVAR14	2.4	0	19.5	53.7	24.4

Figure 6.13: Measurement item of social media

6.3.1.4 Advertising on social media

Figure 6.14 presents the distribution percentage frequency of the variables or items that investigated the advertising on social media. There were five variables, which are EVAR15 – It is better to read PSPF ads material on social media than on print, EVAR16 – PSPF Social media advertising provides opportune information, EVAR17 – Social media advertising is effective in gathering PSPF customer feedback.



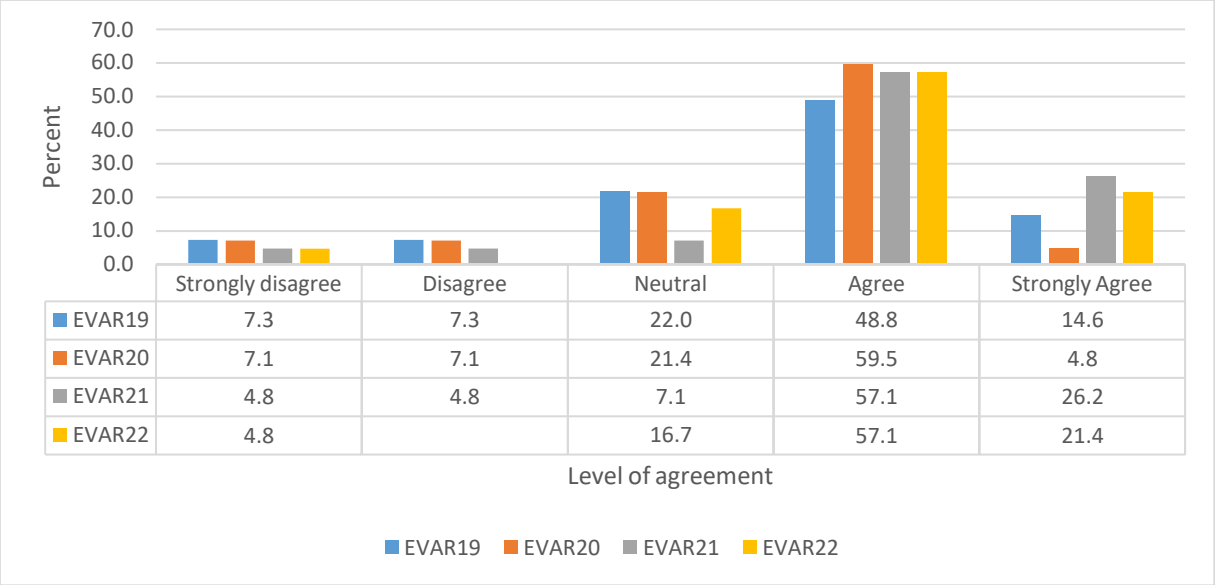
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
EVAR15	2.4	2.4	21.4	38.1	35.7
EVAR16	4.8		9.5	47.6	38.1
EVAR17	2.4	2.4	23.8	38.1	33.3
EVAR18	2.4	2.4	19.0	40.5	35.7

Figure 6.14: Measurement item of advertising on social media

EVAR18 – Social media advertising facilitates two-way communication between the customers and PSPF. The results show that the participants agreed with the statements, with most of the participants 47.6% agreeing with EVAR16. Participants have statements that strongly disagreed are low with less than 5%. Only 11.9% of the participants were neutral.

6.3.1.5 Brand Identification

Figure 6.15 presents the distribution percentage frequency of the variables or items that investigated social media. There were four variables, which are EVAR19 – I feel that my personality and the personality of the PSPF brand are very similar, EVAR20 – I have a lot in common with other people that use the PSPF brand, EVAR21 – I feel that my values and the values of the PSPF brand are very similar, and EVAR22 – I transmit my personal experiences with the PSPF brand also to other people I know. The results further show that the participants agreed with the statements, with the majority of the participants 59,9% agreeing with EVAR20. Participants who strongly disagreed were less than 10%, and those who disagreed were less than 10%.

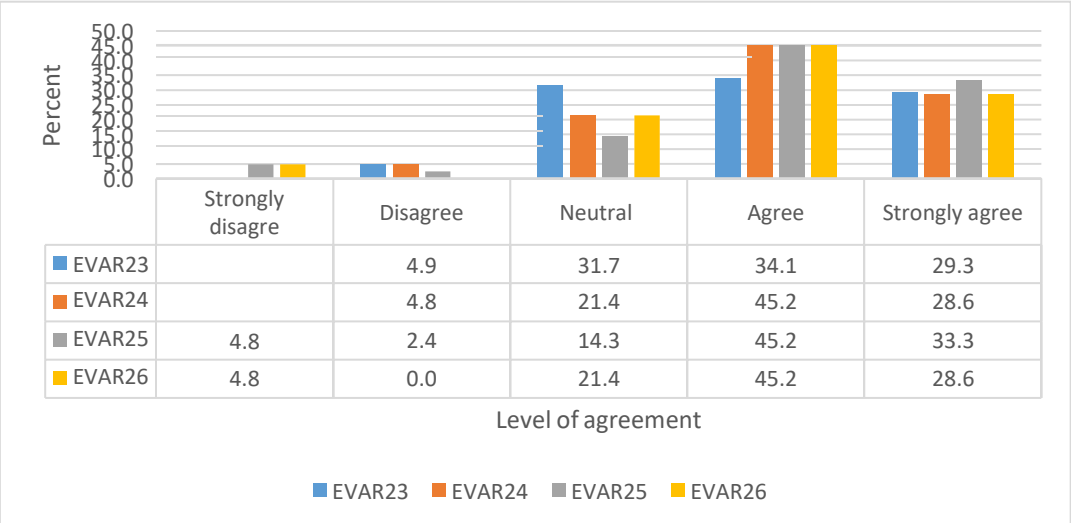


	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
EVAR19	7.3	7.3	22.0	48.8	14.6
EVAR20	7.1	7.1	21.4	59.5	4.8
EVAR21	4.8	4.8	7.1	57.1	26.2
EVAR22	4.8		16.7	57.1	21.4

Figure 6.15: Measurement item of brand identification

6.3.1.6 Corporate Identity

Figure 6.16 depicts the distribution percentage frequency of the variables or items that investigated the corporate identity. There were four variables, which are EVAR23 – PSPF has a good public image, EVAR24 – PSPF has a good reputation, EVAR25 – When someone criticises PSPF, it feels like a personal insult and EVAR26 – I am very interested in what others think about the PSPF brand.



	Strongly disagre	Disagree	Neutral	Agree	Strongly agree
EVAR23		4.9	31.7	34.1	29.3
EVAR24		4.8	21.4	45.2	28.6
EVAR25	4.8	2.4	14.3	45.2	33.3
EVAR26	4.8	0.0	21.4	45.2	28.6

Figure 6.16: Measurement item of corporate identity

The above results show that the participants generally agreed with the statements, with most (45.2%) agreeing with EVAR24, EVAR25 and EVAR26. The statement the participants strongly agreed with was EVAR25, with 33.3%, while 31.7% were neutral with VAR23. In all five statements, the participants who disagreed or strongly disagreed with the statements were lower than 5%.

6.3.1.7 Internal Customer Satisfaction

Figure 6.17 depicts the distribution percentage frequency of the variables or items that investigated the corporate identity. There were four variables, which are EVAR27 – PSPF is an attractive organisation to work for, EVAR28 – PSPF attracts high-quality employees, EVAR29– There is enough freedom for employees to do what they want in their work and EVAR30 – Employees are satisfied with the variety of activities their work offers. The results show that the participants strongly agreed with the statements, with half agreeing with EVAR27 = 61.9%, with 50% and VAR28 = 50%, whereas less than 16.5% strongly agreed. The statement the participants agreed with the most was EVAR 29 with 45.3%.

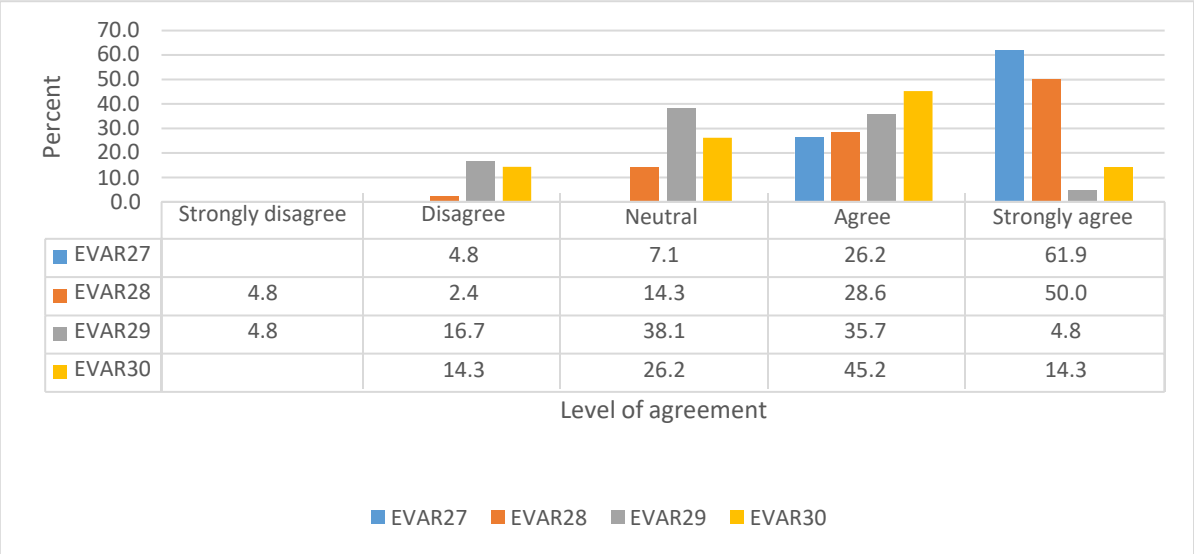


Figure 6.17: Measurement item of internal customer satisfaction

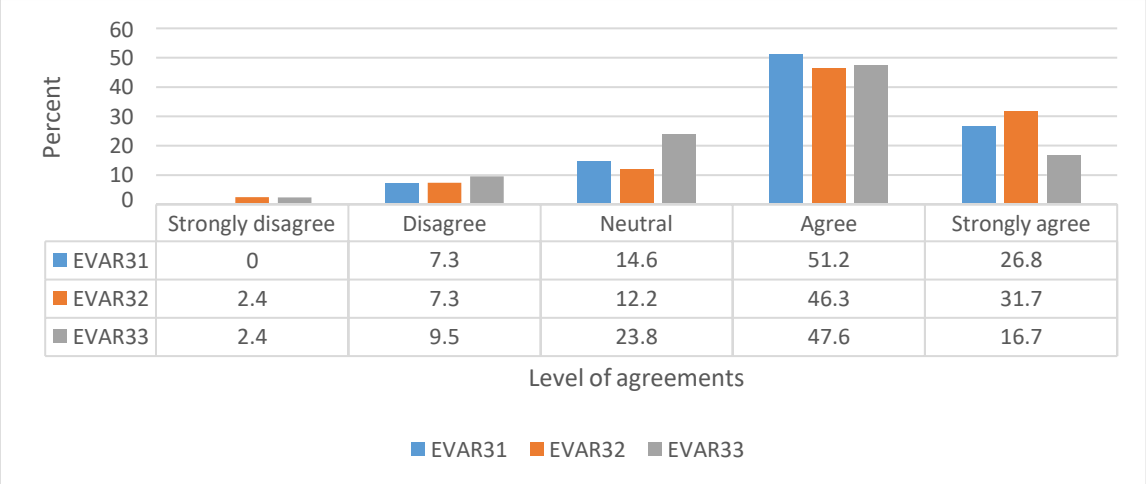
Furthermore, 25% of the participants agreed with the four other statements. EVAR27 = 26.2%, EVAR28 = 28.6% and EVAR29 = 35.7%, while 38.1% of the participants were

neutral with EVAR29. In all five statements, the participants who disagreed or strongly disagreed with the statements were lower than 17%.

6.3.1.8 Internal Customer Empowerment

Figure 6.18 depicts the distribution percentage frequency of the variables or items that investigated the corporate identity. There were three variables, which are EVAR31 – PSPF is an attractive organisation to work for, EVAR32 – PSPF has a good reputation and EVAR33 – When someone criticises PSPF, it feels like a personal insult.

The results show that the participants generally agreed with the statements, with the majority of the participants (51.2%) agreeing with EVAR31, with more than 45% of the participants agreeing with the other two statements with EVAR 32 = 46.0% and EVAR33 = 47.6%. The statement the participants strongly agreed with was EVAR31 with 26.8%, while 23.8% were neutral with EVAR33. In all five statements, the participants disagreed with 2.5%, while 9.5% strongly disagreed with EVAR33.



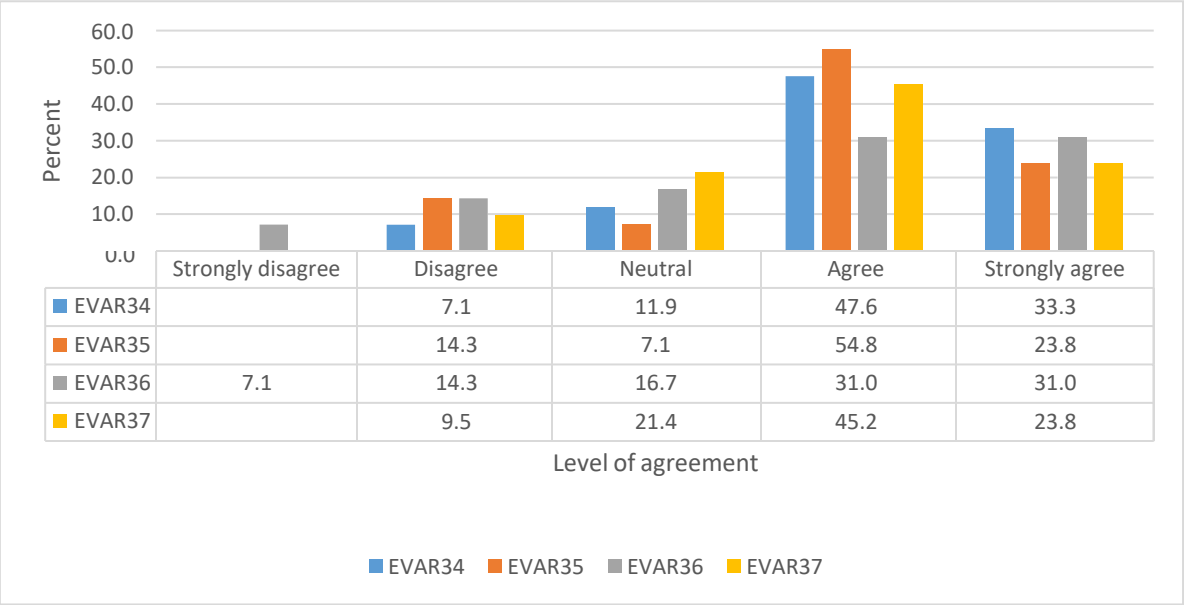
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
EVAR31	0	7.3	14.6	51.2	26.8
EVAR32	2.4	7.3	12.2	46.3	31.7
EVAR33	2.4	9.5	23.8	47.6	16.7

Figure 6.18: Measurement item of internal customer empowerment

6.3.1.9 Internal Customer Communication

Figure 6.19 depicts the distribution percentage frequency of the variables or items that investigated the corporate identity. There were four variables, which are EVAR34 – PSPF communicates a clear brand image to me, EVAR35 – Employees at all levels understand the direction and key priorities at PSPF EVAR36 – There is an internal communication

program for all employees at PSPF and EVAR37 – All communication materials reflect a consistent style at PSPF.



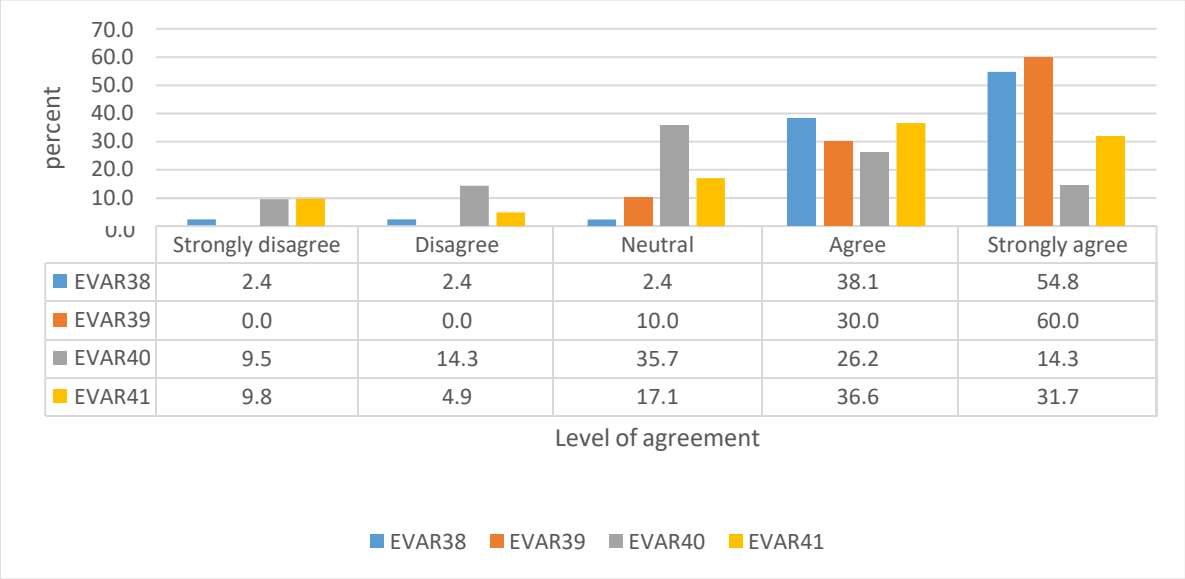
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
EVAR34		7.1	11.9	47.6	33.3
EVAR35		14.3	7.1	54.8	23.8
EVAR36	7.1	14.3	16.7	31.0	31.0
EVAR37		9.5	21.4	45.2	23.8

Figure 6.19: Measurement item of internal customer communication

The results show that the participants generally agreed with the statements, with the majority of the participants (56.8%) agreeing with VAR35, with more than 31% of the participants agreeing with the other three other statements with VAR34 = 47.6%, VAR36= 31%, and VAR3 = 45.2% The statement the participants strongly agreed with was VAR34 with 33.3%. In comparison, 21.4% of the participants were neutral with VAR37. In all five statements, the participants who disagreed or strongly disagreed with the statements were lower than 15%.

6.3.1.10 Internal Customer Commitment

Figure 6.20 depicts the distribution percentage frequency of the variables or items that investigated the corporate identity. There were four variables, which are EVAR38 – I care about the future development of PSPF, EVAR39 – I will pass on my working experience to new staff, EVAR40 – I will feel guilty if I leave PSPF and EVAR41 – I feel I have a promising future if I stay with PSPF.



	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
EVAR38	2.4	2.4	2.4	38.1	54.8
EVAR39	0.0	0.0	10.0	30.0	60.0
EVAR40	9.5	14.3	35.7	26.2	14.3
EVAR41	9.8	4.9	17.1	36.6	31.7

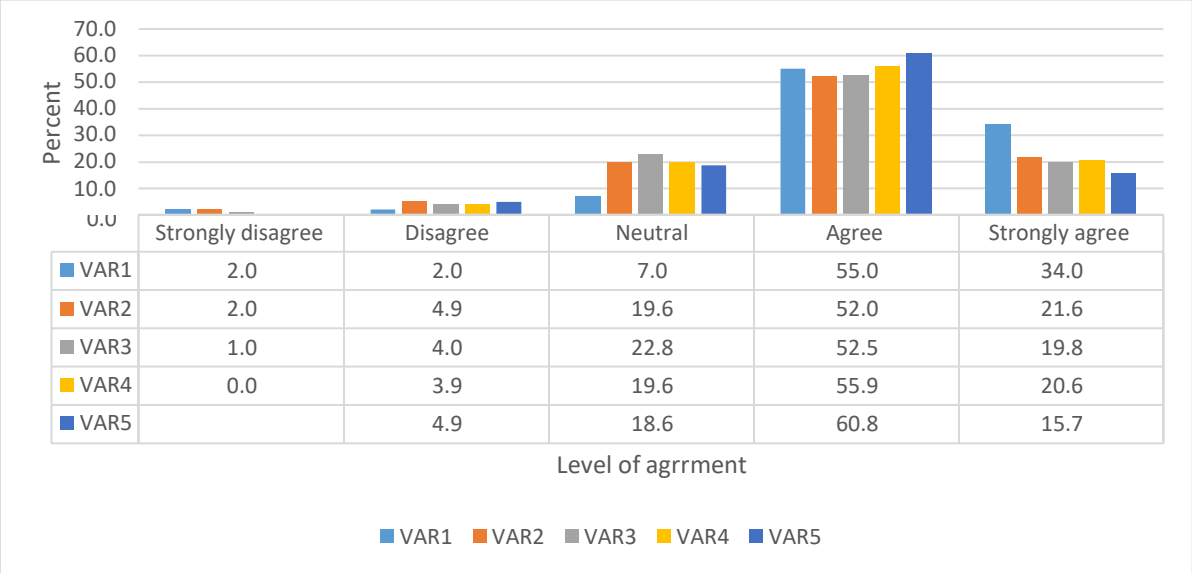
Figure 6.20: Measurement item of internal customer commitment

The above results show that the participants strongly agreed with the statements, with half of the participants agreeing with VAR38 (56.8%) and VAR39 (60.0%), whereas the other half were less than 32%. Most of the participants seldomly agreed with the statements, with more than 30% agreeing with them. Moreover, 35.7% of the participants were neutral with EVAR40. The statement the participants disagreed with was VAR40, with 16.3%. In all five statements, a majority of the participants who disagreed or strongly disagreed with the statements were lower than 10%

6.3.2 External stakeholders of measurement items

6.3.2.1 Brand Logo

Figure 6.21 presents the distribution percentage frequency of the variables or items that investigated the brand logo. There were five variables, which are VAR1 – The design of the logo is familiar to me; VAR2 – The design of the PSPF logo reflects the personality of the company; VAR3 – The design of the PSPF logo communicates the brand's identity; VAR4 – The design of the PSPF logo is meaningful and VAR5 – The design of the PSPF logo communicates the brand message.



	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
VAR1	2.0	2.0	7.0	55.0	34.0
VAR2	2.0	4.9	19.6	52.0	21.6
VAR3	1.0	4.0	22.8	52.5	19.8
VAR4	0.0	3.9	19.6	55.9	20.6
VAR5		4.9	18.6	60.8	15.7

Figure 6.21: Measurement items of brand logo

The results show that the participants generally agreed with the statements, with the majority of the participants (60.8%) agreeing with VAR5, with more than 50% of the participants agreeing with the other four statements with VAR1 = 55.0%, VAR2 = 52.0%, VAR3 = 52.9% and VAR4 = 55.9%. The statement the participants strongly agreed with was VAR 1 with 36.0%, while 22.8% were neutral with VAR3. In all five statements, the participants who disagreed or strongly disagreed with the statements were lower than 5%.

6.3.2.2 Website

Figure 6.22 presents the distribution percentage frequency of the variables or items that investigated the website. There were five variables, which are VAR6 – PSPF website portrays the company's identity, VAR7 – The PSPF website provides good navigation facilities to information content, VAR8 – The PSPF website is visually appealing, VAR9 – PSPF website has a consistent design and is aligned to the brand and VAR10 – The PSPF logo communicates the organisation's personality.

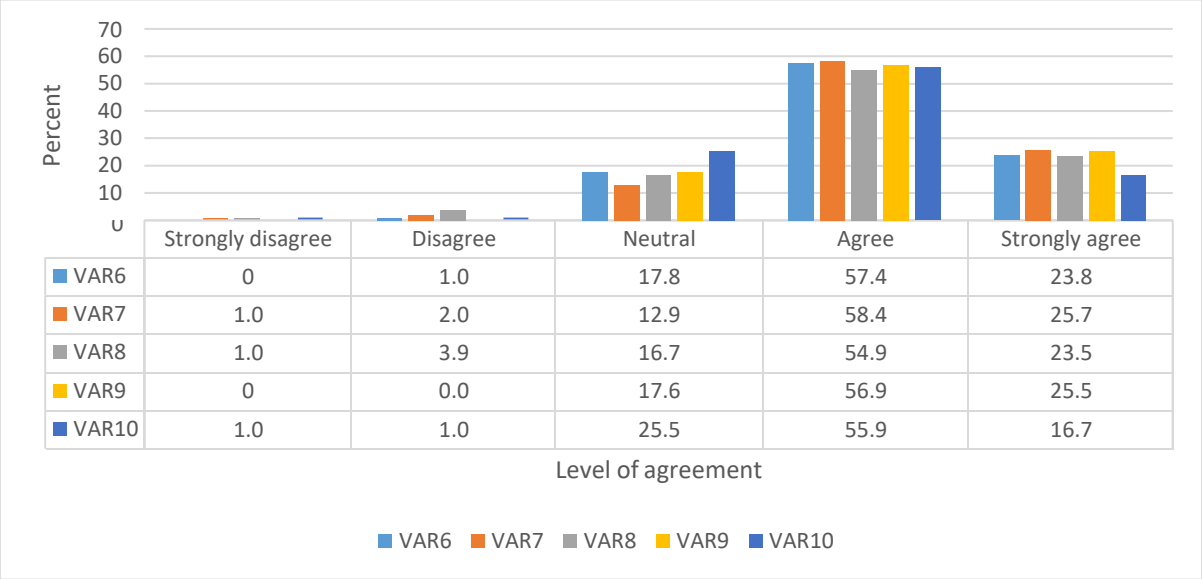


Figure 6.22: Measurement item of the website

The results show that the participants generally agreed with the statements, with the majority of the participants (58.4%) agreeing with VAR7, with more than 50% of the participants agreeing with the other four statements with VAR6 = 57.4%, VAR8 = 56.9%, VAR9 = 56.9% and VAR10 = 55.9%. The statement the participants strongly agreed with was VAR7 with 25.7%, while 25.5% were neutral with VAR10. In all five statements, the participants who disagreed or strongly disagreed with the statements were lower than 5%.

6.3.2.3 Social Media

Figure 6.23 depicts the distribution percentage frequency of the variables or items that investigated social media. There were four variables, which are VAR11 – Social media is good to be used as a marketing tool of PSPF services, VAR12 – Any trade or service company should have social media as a marketing tool, VAR13 – Advertising through social media is more quickly recognised by the community rather than advertising through other media (such as newspapers, TV, and radio) and VAR14 – Social media helps me to remember PSPF services.

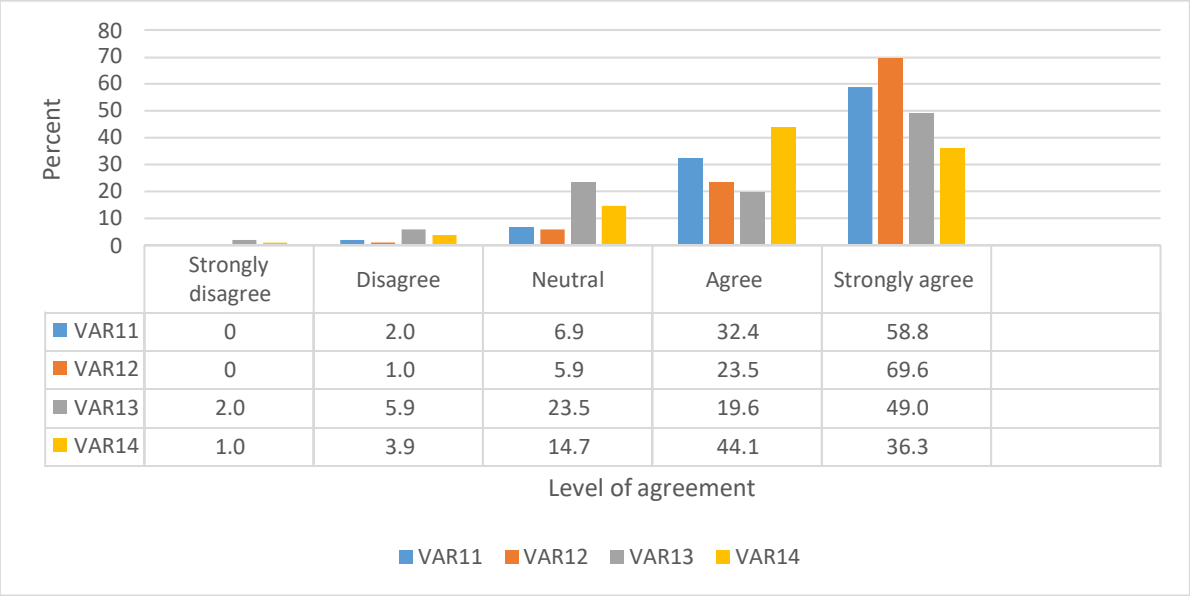


Figure 6.23: Measurement item of social media

These results further show that the participants strongly agreed with the statements, with a majority of the participants (69.6%) strongly agreeing with VAR12, with more than 35% of the participants agreeing with the other four statements with VAR11 = 58.8%, VAR13 = 49.0%, VAR14 = 36.3%. The participants agreed with VAR14, with 46.1% agreeing, while 23.5% were neutral with VAR13. In all the five statements mentioned above, the participants who disagreed or strongly disagreed with the statements constituted less than 6%.

6.3.2.4 Advertising

Figure 6.24 presents the distribution percentage frequency of the variables or items that investigated advertising. There were four variables, which are VAR15 – It is better to read PSPF ads material on social media than on print, VAR16 – PSPF Social media advertising provides timely information, VAR17 Social media advertising is effective in gathering PSPF customer feedback, VAR18 – Social media advertising facilitates two-way communication between the customers and PSPF.

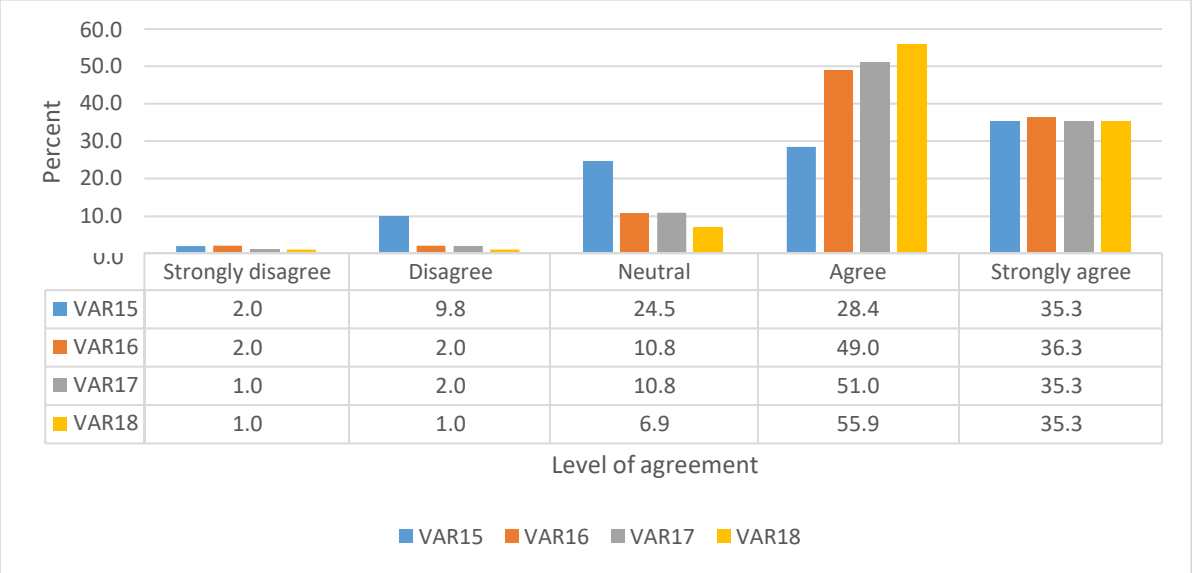


Figure 6.24: Measurement item of advertising

The results show that the participants agreed with the statements, with the majority of the participants (55.9%) agreeing with VAR18, more than 50% of the participants agreeing with the other four statements with VAR6 = 57.4%, VAR8 = 56.9%, VAR9 = 56.9% and VAR10 = 55.9%. In the statement, participants who strongly agreed with VAR15, VAR17 and VAR18 were 35,3%, while only VAR16 = 36.3%, and 26.5% of the participants were neutral with VAR15. Participants who disagreed with the statement were less than 1,0%, and those who strongly disagreed were less than 5%.

6.3.2.5 Brand Identity

Figure 6.25 depicts the distribution percentage frequency of the variables or items that investigated the brand identity. There were four variables which are VAR19 – I feel that my personality and the personality of the PSPF brand are very similar, VAR; VAR20have a lot in common with other people that use the PSPF brand, VAR;1 – I feel that my values and the values of the PSPF brand are very similar, VAR22 – I transmit my personal experiences with the PSPF brand also to other people I know.

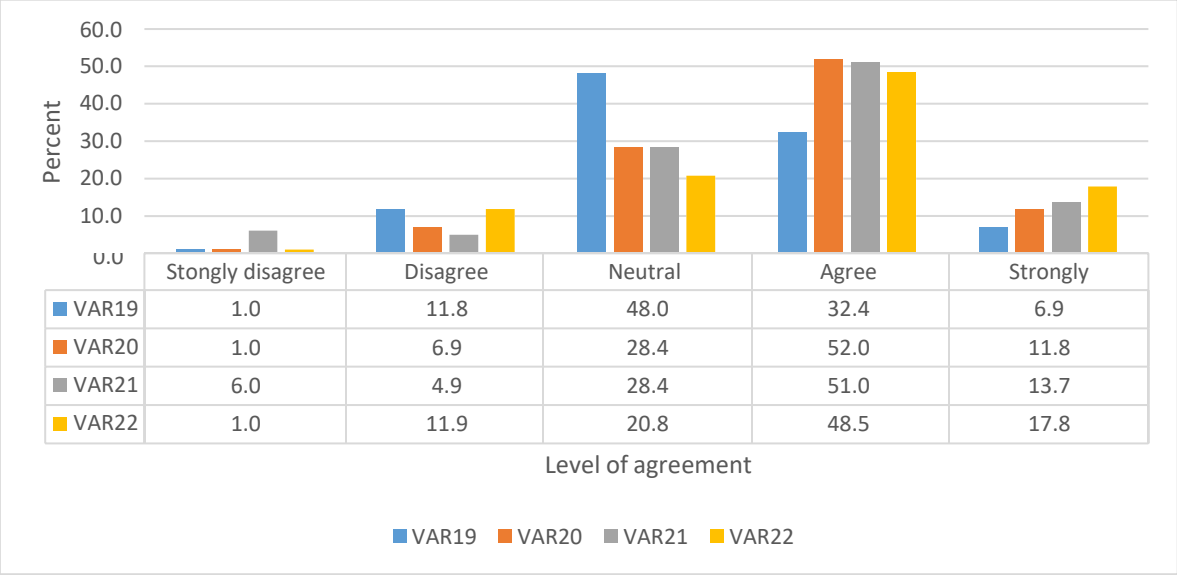


Figure 6.25: Measurement item of brand identity

The results above show that the participants generally agreed with the statements, with the majority of the participants (52.0%) agreeing with VAR20, with more than 30% of the participants agreeing with the other four statements with VAR 19 = 32.4%, VAR21 = 51.0%, VAR22 = 48.5%. The statement the participants strongly agreed with was VAR22 with 17.8%, while 48.0% were neutral with VAR19. In all five statements, the participants who disagreed or strongly disagreed with the statements were lower than 12%.

6.3.2.6 Corporate Identity

Figure 6.26 presents the distribution percentage frequency of the variables or items that investigated corporate identity. There were four variables, which are VAR23 – PSPF has a good public image, VAR24 – PSPF has a good reputation, VAR25 – When someone criticises PSPF, it feels like a personal insult, and VAR26 – I am very interested in what others think about the PSPF brand.

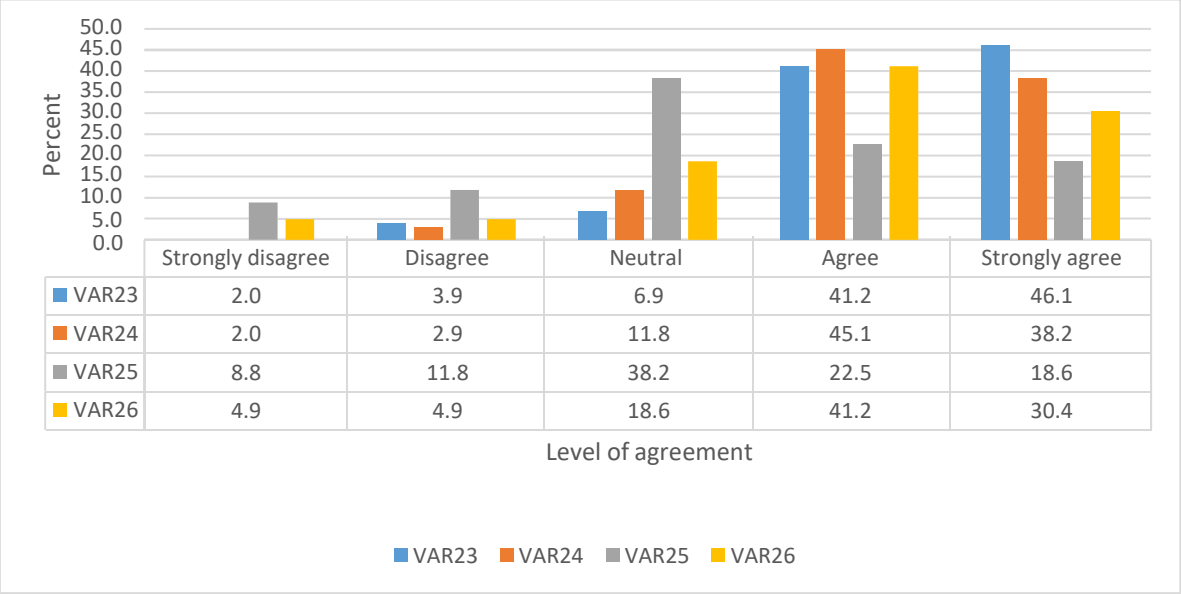


Figure 6.26: Measurement item of corporate identity

The results show that the participants generally strongly agreed with the statements, with most of the participants 46.1% agreeing with VAR23. The participants agreed with 45.1%. At the same time, 38.8% of the participants were neutral with VAR25. In all four statements, the participants who disagreed or strongly disagreed with the statements were lower than 15%.

6.4 Mean Construct Values and Standard Deviations

6.4.1 Internal Stakeholders' Mean and Standard Deviations

The results show that the participants generally had a mean within the "agree" range. The highest mean for the statement, EVAR11, is M = 6.55, and the standard deviation SD = 0.772.

Table 6.1: Mean and standard deviation of the internal stakeholder variables

Variable	Mean (M)	Standard deviation (SD)
EVAR1	4,14	1,026
EVAR2	4, 29	0,774
EVAR3	4,10	0,759
EVAR4	4,31	0,924
EVAR5	4,10	0,617
EVAR6	4,00	0,663
EVAR7	3,76	0,983
EVAR8	3,83	0,935
EVAR9	3,71	0,782
EVAR10	3,88	0,832
EVAR11	4,55	0,772
EVAR12	4,52	0,917
EVAR13	3,90	1,044
EVAR14	3,98	0,821
EVAR15	4,02	0,950
EVAR16	4,14	0,952
EVAR17	3,98	0,950
EVAR18	4,05	0,936
EVAR19	3,56	1,074
EVAR20	3,48	0,969
EVAR21	3,95	0,987
EVAR22	3,90	0,906
EVAR23	3,88	0,900
EVAR24	3,98	0,841
EVAR25	4,00	1,012
EVAR26	4, 29	0,918
EVAR27	4,45	0,832

Variable	Mean (M)	Standard deviation (SD)
EVAR28	4,17	1,080
EVAR29	3,19	0,943
EVAR30	3,60	0,912
EVAR31	3,98	0,851
EVAR32	3,98	0,987
EVAR33	3,67	0,954
EVAR34	4,07	0,867
EVAR35	3,88	0,942
EVAR36	3,64	1, 265
EVAR37	3,83	0,908
EVAR38	4,40	0,857
EVAR39	4,50	0,679
EVAR40	3, 21	1,159
EVAR41	3,76	1, 241

EVAR12 follows it with mean, M = 6.52 and SD = 0.917 then EVAR39 with M = 6.50 and SD = 0.679, EVAR27 with M = 6.45 and SD = 0.832 and EVAR38 with M = 6.40 and SD = 0.857. On the lower side the lowest mean was EVAR29 (M = 3,19, SD = 0,943) followed by EVAR40 (M = 3.21, SD = 1.159) then EVAR20 with M = 3.48 and SD = 0.969.

6.4.2 External Stakeholders

The results show that the participants generally had a mean within the agreeing range of around 6.0. VAR 11 and 12 had the highest mean of M = 6.60 (SD = 0,642) and M = 6.45 (SD = 0.730).

Table 6.2: Mean and standard deviation of the external stakeholder variables

Variable	Mean	Std. Deviation
VAR1	4,13	0,833
VAR2	3,84	0,870
VAR3	3,84	0,806
VAR4	3,92	0,754
VAR5	3,84	0,742
VAR6	4,03	0,668
VAR7	4,06	0,728
VAR8	3,93	0,816
VAR9	4,06	0,656
VAR10	3,83	0,746
VAR11	4,45	0,730
VAR12	4,60	0,642
VAR13	4,06	1,080
VAR14	4,08	0,891
VAR15	3,82	1,106
VAR16	4,11	0,883
VAR17	4,12	0,809
VAR18	4,19	0,741
VAR19	3,32	0,808
VAR20	3,64	0,817
VAR21	3,67	0,844
VAR22	3,66	0,945
VAR23	4, 22	0,914
VAR24	4,09	0,917
VAR25	3, 28	1,188
VAR26	3,84	1,065

The other variables with means more than 6.0 were VAR1, VAR6, VAR7, VAR9, VAR13, VAR 14, VAR16, VAR17 and VAR18, VAR23 and VAR 26. The lowest mean, which indicated that these are the statements the participants least agreed with, were VAR25 with M = 3.28 (SD = 1.188) and VAR19 with M = 3.32 (SD = 0.808).

6.5 Hypothesis Testing

6.5.1 Internal Stakeholders

Initially, the reliability analysis was conducted on the ten constructs from the internal stakeholder survey of the study (Table 6.3). This was performed by assessing Cronbach's Alpha coefficient (α), quantifying how much a group of items (or questions) accurately assesses a single, one-dimensional underlying concept –-construct.

Table 6.3: Reliability analysis of the constructs of the internal stakeholder survey

Construct	Variables	Number of items	Reliability	Reliability Decision*
Brand logo	EVAR1 – EVAR5	5	0.834	Good
Website	EVAR6 – EVAR10	5	0.860	Good
Social Media	EVAR11 – EVAR14	4	0.790	Acceptable
Advertising	EVAR15 – EVAR18	4	0.771	Acceptable
Brand ID	EVAR19 – EVAR22	4	0,922	Excellent
Corporate ID	EVAR23 – EVAR26	4	0.754	Acceptable
Internal Customer Satisfaction	EVAR27–EVAR30	4	0.784	Acceptable

Construct	Variables	Number of items	Reliability	Reliability Decision*
Internal Customer Empowerment	EVAR31 – EVAR33	3	0.702	Acceptable
Internal Customer Communication	EVAR34 – EVAR37	4	0.800	Good
Internal Customer Commitment	EVAR38 – EVAR41	4	0.789	Acceptable

*Based on Guidelines by George and Mallery (2019).

A strong correlation between items on a test suggests that they are measuring the same underlying notion, indicating a high internal consistency level (Mtotywa, 2019). Based on the guidelines by George and Mallery (2019), all the constructs had acceptable to excellent reliability. The brand identity had excellent reliability with $\alpha = 0.922$, while those of internal customer communication, brand logo, and website were good with $\alpha = 0.800 – 0.860$. The rest of the constructs were acceptable with α range of 0.702 – 0.790.

The sample size of the internal stakeholders meant that the relationship analysis (association) could be done with Pearson Chi-Square (χ^2), as it is in line with the minimum sample size of 20 to 50 (Bolboacă et al., 2011). In this analysis, the Chi-Square was reported with Fisher's Exact test reported as an alternative when the expected value in each cell is less than 5. In addition, Cramer's V (φ) was used to determine the association's strength in cases of statistical significance.

The results show a statistically significant positive association between website and corporate identity with $\chi^2 = 129.4$ and $p < .05$ (Table 6.4). The association has a strong strength with $\varphi = 0.636$.

There was also a statistically significant association between advertising on social media and corporate identity ($\chi^2 = 115.4$ and $p < .01$), with relatively strong strength, $\varphi = 0.592$ and Brand identity and corporate identity ($\chi^2 = 129.6$, $p <.001$) with strong strength $\varphi =$

0.636. Internal customer empowerment and satisfaction had a statistically significant association with $\chi^2 = 149.7$ and $p < .001$, with strong strength, $\varphi = 0.676$.

Table 6.4: Chi-square analysis and hypothesis testing

Hypothesis	Association	χ^2	*p-value*	Φ	Decision
H1	Brand elements (logo) and corporate identity.	83.78	0.162		Not supported
H2	Website and corporate identity	129.4	0.046	0.636	Supported
H3	Social Media and corporate identity	66.40	0.664		Not supported
H4	Advertising on social media and corporate identity	115.1	0.006	0.592	Supported
H5	Brand identity and corporate identity	129.6	<.001	0.636	Supported
H6	Corporate identity and internal customer satisfaction	89.09	0.447		Not Supported
H7	Internal customer empowerment and internal customer satisfaction.	149.7	<.001	0.676	Supported
H8	Internal customer communication and internal customer satisfaction	196.7	<.001	0.657	Supported
H9	Internal customer commitment and internal customer satisfaction	151.7	0.005	0.624	Supported

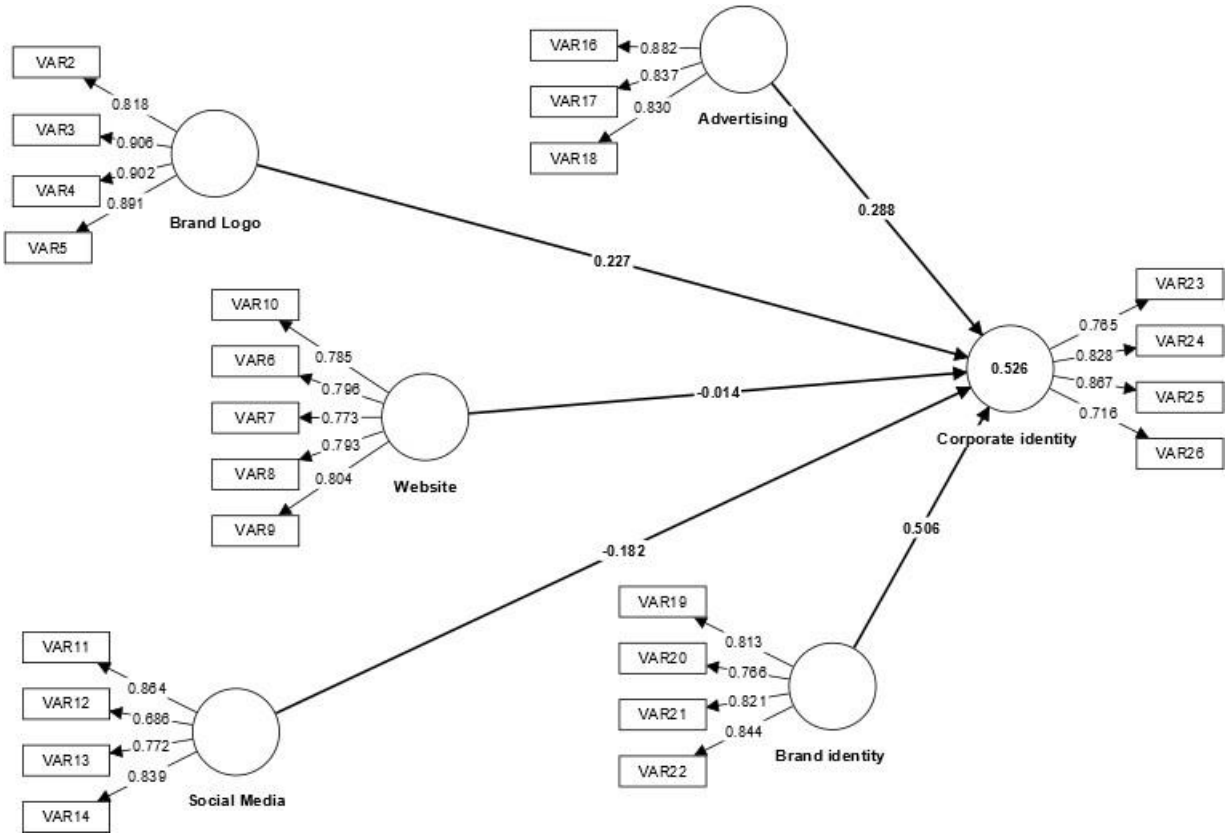
There was also a statistically significantly positive, strong link between Internal customer communication and internal customer satisfaction ($\chi^2 = 196.7$ and $p < .001$, $\varphi = 0.657$), and internal customer commitment and internal customer satisfaction ($\chi^2 = 151.7$ and $p < .01$, $\varphi = 0.624$).

In summary, hypothesis, *H2, H4, H5, H7, H8, H9* are supported, while hypothesis, *H1, H3* and *H6* are not supported.

6.5.2 External Stakeholders

The hypothesis testing was performed with the PLS-SEM, developing the measurement model for validity and reliability, followed by the structural model, which provides the path coefficients. Figure 6.27 presents the measurement model, with the final model including 24 items after excluding VAR1 and VAR15. The model fit was determined by the root mean square residual (RMSR) quantifying the average absolute value of the covariance residuals. The standardised root mean square residual (SRMR) is calculated by converting the sample covariance matrix and the projected covariance matrix into correlation matrices. The SRMR is a goodness of fit metric for PLS-SEM introduced by Henseler et al. (2014). Its purpose is to prevent model misspecification. The RMSR in the model was 0.085, which is within the acceptable level of 0.10 (Henseler et al., 2014), though slightly higher than the conservative guidelines of 0.080 by Hu and Bentler (1998). The model acceptance was also confirmed with the loading factors for all the variables or items in their respective constructs, with all higher than the threshold of 0.7.

The model was also tested for the common method variance using the variance inflation factor (VIF) (Table 6.5), with a threshold of 3.3 or less confirming that there are no issues of common method variance (Kock, 2015). This analysis also show that there are no issues with multicollinearity with all the values less than 5.0 (Appendix C1).



Model fit – RMSR = 0.087

Figure 6.27: PLS-SEM measurement model with loading factors and model fit

Table 6.5: VIF for common method variance

Variable	VIF
VAR2	2,365
VAR3	3,078
VAR4	3,074
VAR5	3,019
VAR6	1,885
VAR7	1,778
VAR8	2,131
VAR9	2,080

Variable	VIF
VAR10	1,729
VAR11	1,895
VAR12	1,375
VAR13	1,902
VAR14	1,760
VAR16	1,617
VAR17	2, 238
VAR18	1,946
VAR19	1,702
VAR20	1,551
VAR21	1,912
VAR22	2,014
VAR23	3, 299
VAR24	3, 293
VAR25	2,430
VAR26	1,904

Table 6.6 presents the convergence validity and composite reliability analysis. The convergence validity was analysed with the Average variance extracted (AVE), and the results confirm that all constructs had convergence validity with AVE > 0.5. The AVE value for advertising is 0,684; for brand logo, AVE = 0.776. For brand identity, AVE = 0.659. For corporate identity, AVE= 0.634; for social media, AVE = 0.629; and for the website, AVE = 0.626. The results also confirmed the reliability with composite reliability rho_a and rho_c, all above 0.7, and the Cronbach alpha coefficient. The high rho_a and rho_c are for the brand logo, with 0.928 and 0.932, respectively. The lowest is for brand identity, with rho_a = 0.830 and social media, with rho_c = 0,871.

Table 6.6: Convergence and composite reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Advertising	0,819	0,893	0,887	0,723
Brand Logo	0,904	0,928	0,932	0,774
Brand identity	0,827	0,830	0,885	0,659
Corporate identity	0,805	0,810	0,873	0,634
Social Media	0,808	0,857	0,871	0,629
Website	0,850	0,855	0,893	0,624

The discriminant validity was analysed with the Fornell-Larcker criterion (Table 6.7). The Fornell-Larcker criterion is frequently utilised in structural equation modelling (SEM) research to establish the distinctiveness of the measured constructs and verify that they are not simply manifestations of one another. The results confirm the discriminant validity with a loading construct value higher than the rest. For advertising, it is 0.850, with the rest ranging from 0.315 to 0.758. The same pattern is observed in other constructs, with brand logo value being 0.880, brand identity 0.812, corporate identity 0.796, social media 0.793 and website 0.790.

Table 6.7: Fornell-Larcker criterion for discriminant validity

	Advertising	Brand Logo	Brand identity	Corporate identity	Social Media	Website
Advertising	0,850					
Brand Logo	0, 260	0,880				
Brand identity	0, 279	0,530	0,812			
Corporate identity	0,346	0,547	0,664	0,796		

	Advertising	Brand Logo	Brand identity	Corporate identity	Social Media	Website
Social Media	0,758	0,075	0,195	0,149	0,793	
Website	0,315	0,635	0,500	0,438	0,194	0,790

The discriminant validity was confirmed with the Heterotrait-monotrait ratio (HTMT) – Matrix (Table 6.8). The calculation involves the comparison of correlations between measures representing theoretically distinct constructs (heterotrait) and measures representing the same construct (monotrait). The results confirm discriminant validity with $HTMT_{.90}$, meaning all values are less than 0.90.

Table 6.8: Heterotrait-monotrait ratio (HTMT) – Matrix for discriminant validity

	Advertising	Brand Logo	Brand identity	Corporate identity	Social Media	Website
Advertising						
Brand Logo	0,301					
Brand identity	0,325	0,604				
Corporate identity	0,382	0,624	0,804			
Social Media	0,870	0,116	0, 231	0,186		
Website	0,367	0,714	0,580	0,525	0, 209	

A structural model was conducted to test the hypothesis, and the results are presented in Table 6.9. The results indicate a statistically significant positive relationship between Brand identity → Corporate identity, with $\beta = 0.514$, $t = 7.052$, $p < .001$. There was also a statistically significant relationship for the paths, Brand Logo → Corporate identity with $\beta = 0.224$, $t = 2.366$, $p < .05$. and Advertising → Corporate identity with $\beta = 0.309$, $t = 2.611$, $p < .01$.

There was no statistically significant relationship with the rest of the paths, Website → Corporate identity and Social Media → Corporate identity, both paths having p-values higher than 5% ($p < .05$) and t-statistics less than ±1.96. These results confirm that *H1, H4, and H5 are* supported while *H2, H3 are not*.

Table 6.9: Path coefficients with hypothesis decision

		B	T statistics (|O/STDEV|)	p - values	Decision
H1	Brand Logo → Corporate identity	0, 224	2,366	0,018	Supported
H2	Website → Corporate identity	-0,026	0,307	0,759	Not Supported
H3	Social Media → Corporate identity	-0,196	1,634	0,102	Not Supported
H4	Advertising → Corporate identity	0,309	2,611	0,009	Supported
H5	Brand identity → Corporate identity	0,514	7,052	<0.001	Supported

6.6 Chapter Summary

The study investigates the corporate identity of the PSPF and enhances its brand visibility through a survey questionnaire with internal and external stakeholders. The research, which involved a high response rate of 67.7%, provides a balanced perspective on the organisation's identity.

A survey was conducted on internal and external stakeholders, revealing their demographic profiles. The survey included 42 internal stakeholders, 56.7% females and 38.1% males. Most were married, with 97.62% employed. Most had postgraduate degrees. The survey also included 102 external stakeholders, 60.78% females and

38.24% males. The participants ranged from 21–30, with a majority aged 55–75. Most had a degree or diploma, with 88.24% employed.

The study investigates the design of the PSPF logo, website, social media, brand identification, and corporate identity. The results show that most participants agree with the statements, with 69.0% agreeing with the logo design. The website portrays the company's identity, provides good navigation, is visually appealing, and aligns with the brand. Social media is considered a good marketing tool for PSPF services, and advertising on social media effectively gathers customer feedback. Brand identification is also agreed upon, with 59.9% agreeing with the brand's values. Corporate identity is also generally agreed upon, with 45.2% agreeing with the company's public image, reputation, and interest in customer feedback. The study concludes that PSPF's brand identity is well-received by its participants.

The study studied internal stakeholders' satisfaction, empowerment, communication, and commitment to PSPF. The variables examined include the organisation's attractiveness, employee satisfaction, empowerment, communication, and commitment. The results show that employees strongly agree with the statements, with 61.9% agreeing with EVAR27, 50.2% agreeing with EVAR28, and 45.3% agreeing with EVAR29. Most participants agree with EVAR31, 45% agree with EVAR32, and 47.6% agree with EVAR33. The study also found that employees are committed to the future development of PSPF, willing to pass on their experience, and confident in their future.

The study examined various variables related to how external stakeholders perceive PSPF's brand logo, website, social media, advertising, brand identity, and corporate identity. Most external participants (60.8%) agreed with the statements, with more than 50% agreeing with the other four statements. The website portrays the company's identity, provides good navigation facilities, is visually appealing, and aligns with the brand. Social media is considered a good marketing tool for PSPF services, with 69.6% strongly agreeing with the statement. Social media advertising effectively gathers customer feedback and facilitates two-way communication between customers and PSPF. Brand identity is based on the participants' feelings of similarity to the PSPF brand,

similar values, and personal experiences with the brand. Corporate identity is based on the participants' perceptions of PSPF's good public image, reputation, and interest in what others think about the brand. The study found that participants generally agreed with the statements, with most participants agreeing with them.

The study analysed the mean and standard deviations of internal and external stakeholders' statements. Participants generally agreed with the statements, with the highest mean for EVAR11 at 6.55 and the lowest for EVAR29 at 3.19. External stakeholders had a mean within the agreeing range of around 6.0, with the highest mean for VAR 11 and VAR 12 at 6.60 and 6.45, respectively. The lowest mean for VAR25 and VAR19 indicated the least agreement.

The study conducted a reliability analysis on the ten constructs from the internal stakeholder survey. The results showed a strong correlation between items, indicating high internal consistency. All constructs had acceptable to excellent reliability, with brand identity having excellent reliability. The relationship analysis was done with Pearson Chi-Square ($\chi 2$), Fisher's Exact test, and Cramer's V (φ) to determine the association's strength.

The results showed a statistically significant positive association between website and corporate identity, with a strong strength of $\varphi = 0.636$. There was also a statistically significant association between advertising on social media and corporate identity, brand identity and corporate identity, internal customer empowerment and satisfaction, internal customer communication and satisfaction, and internal customer commitment and satisfaction.

The study used PLS-SEM to test hypothesis, developing a measurement model for validity and reliability, followed by a structural model to provide path coefficients. The model fit was determined by the root mean square residual (RMSR), which was 0.085, within the acceptable level of 0.10 (Henseler et al., 2014). The model acceptance was confirmed with the loading factors for all variables or items in their respective constructs, with all higher than the threshold of 0.7.

The model was tested for common method variance using the variance inflation factor (VIF), with a threshold of 3.3 or less confirming that there are no issues of common method variance. The results confirmed all constructs' convergence validity and composite reliability, with AVE > 0.5 for advertising, brand logo, corporate identity, social media, and website. The results also confirmed the reliability with composite reliability rho_a and rho_c, all above 0.7, and the Cronbach alpha coefficient.

The discriminant validity was analysed with the Fornell-Larcker criterion, confirming the discriminant validity with a value of the loading construct higher than the rest for advertising. The Heterotrait-monotrait ratio (HTMT) – Matrix confirmed discriminant validity with HTMT.90, meaning all values were less than 0.90.

The structural model tested the hypothesis, revealing a statistically significant positive relationship between Brand and Corporate identity. There was no statistically significant relationship with the rest of the paths.

In summary, hypothesis H2, H4, H5, H7, H8, and H9 were supported, while hypothesis H1, H3 and H6 were not supported. The study highlights the importance of internal stakeholders in assessing the reliability of constructs and identifying areas for improvement.

The supported hypothesis aligns with the corporate identity literature. The internet platform has been included into the activities of organisations such as PSPF. Through the website, stakeholders can obtain information about the organisation, and the website serves as a platform for the organisation to publicly announce its corporate identity. A corporate website can shape a user's perception of the company and leave a positive impression by providing clues about the organisational culture. Social media has revolutionized the way businesses function by promoting their offerings. According to the findings, social media advertising has been successful in gathering feedback from PSPF customers and promoting two-way engagement between the two parties. In the digital age, social media has produced a debating arena that is more lively, interactive, and captivating than traditional media.

In terms of brand identity, the data clearly show that consumers can now recognize the PSPF brand at a glance and consider it to be a near synonym for the company. It is simple to trust and remain devoted to a brand when stakeholders are familiar with it. Both internal pleased customers the employees and external stakeholders can recognize the brand. Brands have made their corporate area available for contact, ready to play. They co-create the corporate meaningwith the customer by utilising their visual identity.

Chapter 7 Discussion

7.1 Introduction

This study focused on understanding the corporate identity of pension fund entities by investigating the corporate identity of the PSPF in Eswatini and heightening the PSPF brand's visibility. The research questions of the study were as follows:

- To what extent do integrated marketing communication elements, logos, websites, social media, advertising on social media, and brand identification influence corporate identity?
- Does corporate identity influence internal customer satisfaction?
- Do internal marketing determinants (Internal customer empowerment, internal customer communication and internal customer commitment) influence internal customer satisfaction?

This chapter provides a detailed explanation and overview of the summary of the hypothesis test results based on research questions.

7.2. Hypothesis Testing

The study used PLS-SEM to test hypothesis, developing a measurement model for validity and reliability, followed by a structural model to provide path coefficients. The model fit was determined by the root mean square residual (RMSR), which was 0.085, within the acceptable level of 0.10 (Henseler et al., 2014). The model acceptance was

confirmed with the loading factors for all variables or items in their respective constructs, with all higher than the threshold of 0.7.

The model was tested for common method variance using the variance inflation factor (VIF), with a threshold of 3.3 or less confirming that there are no issues of common method variance. The results confirmed all constructs' convergence validity and composite reliability, with AVE > 0.5 for advertising, brand logo, corporate identity, social media, and website. The results also confirmed the reliability with composite reliability rho_a and rho_c, all above 0.7, and the Cronbach alpha coefficient.

The discriminant validity was analysed with the Fornell-Larcker criterion, confirming the discriminant validity with a value of the loading construct higher than the rest for advertising. The Heterotrait-monotrait ratio (HTMT) – Matrix confirmed discriminant validity with HTMT.90, meaning all values were less than 0.90.

The structural model tested the hypothesis, revealing a statistically significant positive relationship between Brand and Corporate identity. There was no statistically significant relationship with the rest of the paths.

7.2.1. H1. Brand Logo Positively Influence Corporate Identity

The research had five variables, which were *the design of the logo is familiar to me*; *the design of the PSPF logo communicates the brand identity*; *the design of the PSPF logo reflects the personality of the company*; *the design of the PSPF logo is meaningful*, and *the design of the PSPF logo communicates the brand message*.

This study does not support hypothesis one. This means that the logo has no significant impact on corporate identity for this sample and that the organisation's logo does not enhance the organisation's corporate identity. This conflicts with three claims made by different scholars. The first assertion was made by Jin (2019), who stated that a company can distinguish itself from its competitors by using a trademark, logo, name, or any combination of these to identify its brand in addition to its own products or services. Kim

and Lim (2019) state that logos serve as an excellent means of drawing in clients and promptly reminding them of a particular company. Foroudi, 2019 argued that an organisation's identity can be visualized, and its reputation and image can be promoted both domestically and internationally.

This result also does not support the claim that logos have assisted institutions in being recognised, especially in the case of educational institutions. Shahnaza and Qadir (2020) mentioned that having a logo, crest, motto, or phrase helps build the university's brand image. Specifically, people's perception of the university when they hear or see its name or emblem matters. Lastly, the result conflicts with Wu and Cheong (2021), who found that companies use logos and typefaces to convey their personality and philosophy.

One of the reasons that the results may not support hypothesis one and conflict with the body of knowledge is that the PSPF in Eswatini needs to do more to promote its corporate identity. Organisations like the PSPF in Eswatini do not market themselves to draw customers. This is because clients are mandated by the Pensions Order of 1993 to be part of the organisation. The organisation has not been aggressive regarding marketing because of the nature of its business. The focus has been more on servicing a specific clientele than marketing the entity. This is an opportunity that PSPF in Eswatini could explore further.

7.2.2. H2 Website Positively Influences Corporate Identity

The research questionnaire looked at the five following variables: *PSPF website portrays the company's identity*; *PSPF website provides good navigation facilities for information content*; *PSPF website is visually appealing*; *PSPF website has a consistent design and is aligned to the brand*, and the *PSPF logo communicates the organisation's personality*. The results displayed that the participants generally agreed with the statements, with most agreeing that the PSPF website portrays the company's identity and that the PSPFlogo communicates the organisation's personality.

The results of this study confirmed that the PSPF website positively influences corporate identity. This claim supports the view that corporate websites serve as a channel of communication that organisations utilise to disseminate information to their stakeholders. This study affirms Foroudi (2020), who found that an organisation's website serves as a communication tool that it uses to establish its brand, oversee external perceptions, convey uniqueness, imply credibility, promote brand loyalty, and foster user trust. Sarantis et al. (2022) found that websites of public sector hospitals are increasingly being used as extensions of hospital services, providing access to various information and applications. This claim supports the idea that websites are used for information dissemination. The evaluation of websites for healthcare institutions helps maximise the exploitation of resources organisations invested in establishing user-perceived quality sites. In public sector universities, van der Rijt (2023) argued that universities that communicate a clear corporate identity can stand out from rivals and create a great impression on their websites. Ageeva et al. (2019) added that a company's website is a tool for presenting its brand to the world. This holds for companies like the Public Pensions Fund in Eswatini, which trades offshore outside the country's borders.

This result was expected as more people now find information on websites. Companies like the PSPF in Eswatini have adopted the practice of disseminating information online. The organisation has ensured that the website is easy to navigate, opening a window for people to access information when required.

7.2.3. H3. Social Media Positively Influences Corporate Identity

Four variables were used to test the hypothesis, and they were: *social media is good to be used as a marketing tool of PSPF services*; *any trade or service company should have social media as a marketing tool*; *advertising through social media is more quickly recognised by the community rather than advertising through other media (such as newspapers, TV, and radio),* and *social media helps me to remember PSPF services*. The results showed that the participants strongly agreed with the statements, with many of the participants agreeing that any trade or service company should have social media

as a marketing tool. The stakeholders supported that any trade or service company should have social media as a marketing tool; the community more quickly recognises advertising through social media than other media (such as newspapers, TV, and radio); and social media assists in remembering PSPF services.

The results of this study confirmed that social media does not influence corporate identity. This implies that social media does not significantly impact the organisation's corporate identity. Stakeholders may need to be convinced that social media can be used as a marketing tool for PSPF services. This assertion conflicts with Rehman's (2022) results, which found that businesses actively interact with customers on social networking sites since they allow for two-way communication. Customers can communicate, collaborate, share knowledge, and exchange information about brands they prefer to support using social media platforms. This result also opposes those of Ebrahim (2020), who stated that social media also increases brand loyalty by encouraging conversations with customers who take the time to leave comments on the company's social media pages.

Ramadhani and Indradjati (2023) found that social media has produced a more dynamic, interactive, and interesting debate arena in the digital age than traditional media. Abratt (2020) discovered that customers can collaborate with other customers, establish connections, obtain and share helpful information, and facilitate information by using online brand communities. Liebrecht (2023) agreed with scholars that social media provides public organisations with numerous options to enhance their public relations strategy by allowing direct engagement with stakeholder groups and evading the news industry's gatekeepers.

This study's result may be expected because according to the demographic profile of the internal stakeholders surveyed, the results demonstrated that 42.24% of the participants ranged between the ages of 41–50, with 26.19% ranging between the ages of 21–30, similarly with the participants aged 31–40. Furthermore, only 2.38% of the participants were aged 18–20. This shows that many participants in this study were older and thus less likely to be engaged in social media, especially tech-savvy.

7.2.4. H4. Advertising on Social Media Positively Influences Corporate Identity

Five variables tested the hypothesis and were as follows: *it is better to read PSPF ads material on social media than on print*; *PSPF social media advertising provides timely information*; *social media advertising is effective in gathering PSPF customer feedback*; *social media advertising facilitates two-way communication between the customers and PSPF*. The results show that the participants agreed with the statements, with most saying that PSPF social media advertising provides timely information.

The study results supported the hypothesis that advertising on social media influences corporate identity. This means that internal and external stakeholders assert that the PSPF organisation is better placed in social media. These results are the same as those found in the body of knowledge. Gordon (2021) uncovered that when comparing digital advertisements to traditional advertising, the former offers more accurate targeting and tailored relevant content. Zeng et al. (2022) supported the idea that social media is characterised as a synthesis of several forms of advertising appeals that assist companies in building a recognisable brand, hence enhancing the effectiveness of social media marketing strategy.

This study further supports the idea that social media advertising facilitates two-way communication and equally gathers customer feedback. This is consistent with previous research done by Li et al. (2022), which showed that since social media gives businesses a method to interact with their customers, asking questions is a two-way strategy. Additionally, Lee and Cho (2020) found that consumers are more connected, knowledgeable, powerful, and susceptible to digital influence than in the past. Given the growing consumer agency in marketing communications, anticipating the trajectory of digital advertising is imperative. Furthermore, advertising on social media has enabled organisations to engage with their clients, and that enables them to be more connected to the brand.

This study's result is reasonable as companies have jumped on the bandwagon to use social media in advertising due to the evolving world of technology. The results uncovered that most of the participants believed that PSPF social media advertising provides timely information. Through the results, the participants further exposed that social media advertising is effective in gathering PSPF customer feedback. Results suggest that for PSPF, their social media is a timely platform that has allowed for timely interaction between stakeholders and organisations.

7.2.5. H5. Brand Identification Positively Influences Corporate Identity

The following four variables were used to test the hypothesis: *I feel that my personality and the personality of the PSPF brand are very similar*; *I have a lot in common with other people who use the PSPF brand*; *I feel that my values and the values of the PSPF brand are very similar*, and *I transmit my personal experiences with the PSPF brand also to other people I know*. The results further show that the participants agreed with these statements, with many agreeing that they *have a lot in common with other people who use the PSPF brand*.

These results support hypothesis five. These results confirm those in the body of knowledge as they support the idea that brand identification positively influences corporate identity. This study revealed that internal and external PSPF stakeholders identify with the personality of the brand. This is consistent with previous research by Erjansola et al. (2021), who established that consumers can now recognise the company and brand in addition to the graphic picture when they see the logo. Thus, it has virtually become a synonym for the firm. Furthermore, Joseph et al. (2021) obtained that employees who identify with the organisation may be concerned about the brand's success or failure.Their participation and identification can be advantageous during and after the organisation's corporate rebranding method is executed.

The study results show that participants have much in common with other people who use the PSPF brand. This supports previous research, which asserts that stakeholders who identify with the organisation may be interested in the brand's success or failure. This study's result is reasonable because the study participants are people familiar with the organisation and the brand. They are internal stakeholders who frequently engage with the brand as they are employees of the organisation. The external stakeholders include but are not limited to service providers who work with the brand.

7.2.6. H6. Corporate Identity Positively Influences Internal Customer Satisfaction

In this study, four variables tested the hypothesis, and they are: *PSPF has a good public image*; *PSPF has a good reputation*; *when someone criticises PSPF, it feels like a personal insult*, and *I am very interested in what others think about the PSPF brand*.

This hypothesis is not supported. This means that there is no significant impact on the organisation's corporate identity. This claim contradicts Bharadwaj et al. (2022), who unearthed that literature has shown how business branding campaigns can lead to contented employees. Employees are vital to the company's ability to live up to the brand promise. As an important part of business branding, this is demonstrated by steadfast organisational dedication (Balmer, 2021). This approach supports organisations in talking with a single voice, having a single structure, and interacting as a single person with a single identity, all consistent with corporate identity coherence and standardisation (Sarasvuo, 2021).

7.2.7. H7. Internal Customer Empowerment Positively Influences Internal Customer Satisfaction

Three variables tested the hypothesis, and they are as follows: *PSPF is an attractive organisation to work for*; *PSPF has a good reputation*, and *when someone criticises PSPF, it feels like a personal insult*. The results reflect that the participants generally agreed with the statements, with most agreeing that PSPF is an attractive organisation to work for.

The results revealed that Internal Customer Empowerment positively influences Internal Customer Satisfaction. This claim is reasonable because these results are supported in the body of knowledge**.** Di Lauro (2020) found that highly engaged workers have a positive attitude towards the organisation and a willingness to contribute to the organisation's success. In addition, Knop (2022) agreed that the workforce is one of the things that makes a firm different from its competitors. Therefore, internal branding assists in attracting and keeping talent to provide a company with a competitive edge. Sharma and Raj (2022) further defined employee satisfaction as a favourable emotion or joyous condition that emerges from a work appraisal.

Most employees have been with the organisation since it was formed in 1994, supporting this study's result. These employees demonstrated a positive attitude towards the organisation and confirmed that the successes and failures of the organisation affect them. This might mean that the organisation has managed to retain talent because, according to the results, employees perceive PSPF as an attractive organisation to work for.

7.2.8. H8. Internal Customer Communication Positively Affects Internal Customer Satisfaction

There were four variables to test the hypothesis. Namely, *PSPF communicates a clear brand image to me*; *employees at all levels understand the direction and key priorities at PSPF*; *there is an internal communication program for all employees at PSPF*, and *all communication materials reflect a consistent style at PSPF*. The results show that the participants generally agreed with the statements, with most agreeing that employees at all levels understand the direction and key priorities at PSPF.

This study supports hypothesis eight. These results are the same as with the body of knowledge**.** According to Verˇci **(**2021), internal communication can improve an organisation's performance, efficiency, and focus on external customers when managed well**.** Gwinji et al. (2020) attained that the internal marketing components of an organisation, particularly internal communication, inter-functional cooperation, and organisational dedication, have a favourable impact on its capacity to establish a competitive edge. A strong identity increases employee engagement. Stakeholders can

trust an organisation if its identity is communicated clearly and consistently through symbols (Halim, 2022).

This study's result might be reasonable because the free flow of internal communication is very important for the performance of employees in an organisation. Effective communication must be consistent to earn the employees' trust. According to the results, participants agreed that there is an internal communication program for all employees at PSPF, and all communication materials reflect a consistent style at PSPF. Furthermore, most participants agreed that employees at all levels understand the direction and key priorities at PSPF.

7.2.9. H9. Internal Customer Commitment Positively Influences Internal Customer Satisfaction

There were four variables to test the hypothesis, which were: *I care about the future development of PSPF*; *I will pass on my working experience to new staff*; *I will feel guilty if I leave PSPF*, and *I feel I have a promising future if I stay with PSPF*. The results show that the participants strongly agreed with the statements, with half agreeing that *I care about the future development of PSPF* and that *I will pass on my working experience to new staff*.

This study supports the idea that Internal Customer Commitment influences Internal Customer Satisfaction. The hypothesis agrees with previous research by Baca and Reshidi (2023)**,** which found that companies increasingly recognise that their employees are more than simply a part of their organisation; they are a significant aspect of their brand. Arrieta and Cali (2021) revealed that employees are crucial in delivering the brand promise to customers, impacting customer perceptions, and ultimately generating customer loyalty and business performance. Internal branding has recently become increasingly relevant in the marketing literature due to research recognising that company brand management comprises internal and external staff techniques**.**

This study's result is reasonable because when internal customers are satisfied, they are bound to be committed to the organisation. Commitment to the business means internal customers become brand ambassadors of the organisation. They promote the brand and

keep the corporate identity of the organisation alive.

7.3. Chapter Summary

The chapter discussed the nine hypothesis, looking at the connection between the individual hypothesis and the literature in the body of knowledge. Of the nine tested hypothesis, three were not supported, and these are *brand logo positively influencing corporate identity*, *corporate identity positively influencing internal customer satisfaction,* and *social media influencing corporate identity.* This means that these constructs do not significantly impact corporate identity. While previous research has found that these constructs support corporate identity, this study setting and sample have suggested otherwise.

Various reasons can be given for these conflicting claims; one of them is that the organisation has not been aggressively marketing itself to create awareness in the marketplace because of the nature of the business. The organisation administers pensions for all civil servants (PSPF 2023/24); therefore, an Act of law establishes such institutions that bind the target segment to be part of it.

Another reason is that the demographics of the sample reflect that most stakeholders surveyed are older people; in most cases, these groups are not necessarily tech-savvy or regularly engaging on social media. As such, information on social media may not be of interest to them or may not be the first place they look to for information. Yet, institutions are adapting and embracing the evolving world of technology. It is important that institutions take steps to migrate their target audience to digital channels as well.Liebrecht (2023) argued that social media provides public organisations with numerous options to enhance their public relations strategy by allowing direct engagement with stakeholder groups and evading the news industry's gatekeepers.

Six of the hypothesis were supported. These are *website positively influencing corporate identity*; *advertising on social media positively influencing corporate identity*; *brand identification positively influencing corporate identity*; *internal customer empowerment positively influencing internal customer satisfaction*; *internal customer communication*

positively affecting internal customer satisfaction; and *internal customer commitment positively influencing internal customer satisfaction*.

These supported hypotheses agree with the literature on corporate identity. Institutions like PSPF have adopted the online platform as part of their operations. Stakeholders access information on the organisation through the website, and the organisation also uses the website to communicate their corporate identity to the world. A corporate website can influence a user's opinion of the business and create a favourable impression by giving hints about the nature of the organisation (Ageeva et al., 2019). The world of social media has changed the way organisations operate by advertising their services. The results reveal that social media advertising has effectively gathered PSPF customer feedback and facilitated two-way communication between the customers and PSPF. Social media has resulted in a more dynamic, participatory, and engaging debate platform in the digital age than traditional media (Ramadhani & Indradjati, 2023).

When it comes to brand identity, it is evident from the results that the PSPF brand is now instantly recognisable to consumers when they see the logo, making it practically a synonym for the business. When stakeholders recognise a brand, it is easy to trust and be loyal. The brand is recognisable by external stakeholders and internally satisfied customers: the employees. According to Crăciun (2019), brands have made their corporate area available for contact, ready to play. They co-create the corporate meaning with the customer by utilising their visual identity.

From the analysis of the variables certain elements did not significantly impact corporate identity. Although it is noted that brand logos do not positively influence corporate identity, this claim is supported by Foroudi (2019) who argued that people immediately form an impression of an organisation and feel more connected to it when they perceive a positive brand signature. This is likely to influence people's behaviour. Krishna & Kim (2021) stated that in order for organisations to build a sense of identity among its stakeholders, they must establish deep social ties with them that allow them to become a part of the organisation and give them a sense of belonging. PSPF leans more to this claim as there is a need for the organisation to warmly embrace stakeholders.

It is then that Buil et al (2016) recommends that organisations must consider the demands

of their staff as well as their external stakeholders. Training programs that build the abilities needed to strengthen stakeholder connections must be developed. A brand or organisation without personality lacks identity, which is something that must be understood.

While this study reveals that social media does not have a positive impact on business identity, this assertion is supported by Zollo et al (2020) who debated that social media users utilize it to fulfil their informational wants and discover more about items and brands. Product information has been shown in research to predict attitudes toward social media advertising. Organisations like PSPF use social media for information which is some cases over the years may become irrelevant to the stakeholders intended for. Ebrahim (2020) on the other hand argued that social media posts made by some organisations, which frequently include information about the organisation, have the potential to impact employer opinions of attractiveness as well as corporate image. In certain situations, people may have formed a general impression of the company long before they begin their job search.

As a recommendation Mingione & Abratt (2020) highlighted that in order to align their brand stories with the desired brand narrative, brand owners must now navigate their brands and brand content through consumer and stakeholder created content. This suggests that stakeholders can become partners with organisations through cooperative relationships that offer mutual benefits.

The study has unearthed that employees become satisfied when organisations like PSPF embrace employees through engagement and effective communication. Highly engaged employees then develop a positive attitude towards the organisation and a willingness to contribute to the organisation's success. Effective communication by the employer to employees that is consistent is bound to compel employees to be committed to the organisation. Corporate brand identity management indirectly affects employeehappiness and brand performance through increased employee dedication.
Di Lauro (2020) asserted that highly engaged employees are believed to respond well to internal corporate communications and be more willing to adjust to changes since they have a good attitude towards the company and are eager to contribute to its success.

Zimbabwe public sector embraced effective leadership, professional development and training, pay and incentive plans, organisational policies, and procedures all have a significant impact on employee engagement as a strategy. PSPF adopted the same strategy but economies of scale have a huge impact on the success of this strategy for PSPF.

Chapter 8 Conclusions and Recommendations

8.1 Introduction

This chapter provides conclusions based on the study's objectives. These conclusions can inform future research ideas. This conclusion is particularly significant for future research because it is an authentic reflection of public sector enterprises' experiences in the real world. The objectives were set before the researcher contacted the respondents, so it was impossible to predict the outcome. Also outlined below are the study's weaknesses, implications for further research, and conclusion.

8.2 Main Findings

8.2.1 Research Question 1

To what extent do integrated marketing communication (IMC) elements, i.e. logo, website, social media, advertising on social media, and brand identification, influence corporate identity?

This study has revealed that IMC elements such as websites, advertising on social media, and brand identification influence corporate identity. These elements have a significant impact on PSPF's corporate identity. These elements uncovered the perceived commercial character of an organisation. Both internal and external business identities should be consistent. A corporate identity strategy seeks to establish a distinct and self-sufficient market presence that is easily recognisable. The other elements, like logo and social media, proved not to support corporate identity. The study concludes that PSPF's corporate brand identity is well-received by its participants.

Given that numerous internal and external stakeholders have demonstrated an understanding of corporate identity and branding, PSPF could readily persuaded to invest more in building a strong, distinct corporate identity brand that will boost the organisation's prospects of survival in the face of competition.

8.2.2 Research Question 2

Does corporate identity influence internal customer satisfaction?

This study revealed that corporate identity does not significantly impact internal customer satisfaction. However, the formation of a corporate identity is a requirement for the management of a corporate brand. Organisations can increase employee satisfaction through their branding activities. As a way of managing this, organisation like PSPF should be aware that when the business strives to create and grow its corporate identity and brands, it will cost them more to attract a new employee than to keep one. The improvement of internal stakeholders' welfare and communication is critical to attract external stakeholders. By taking this action, the PSPF can ensure that its employees are proud of the business and will represent it well to the public.

8.2.3 Research question 3

Do internal marketing determinants (Internal customer empowerment, internal customer communication and internal customer commitment) influence internal customer satisfaction?

The results found that these internal marketing determinants do influence customer satisfaction. Employee engagement is increased by a strong corporate identity. Internal stakeholders can trust an organisation if its identity is communicated through symbols in a clear and consistent manner. Highly engaged employees become brand ambassadors of the organisation which leads to a change of view of the brand externally. Internal communication is critical for any organisation because it can improve an organisation's performance, competence, and focus on external customers when managed well. Lastly organisations are progressively recognising and appreciating that their employees are an integral component of their organisation and brand ambassadors.

8.3 Recommendations

The study has shown that public sector organisations require a structured approach to developing their corporate brands. At the very least, a comprehensive corporate brand audit should be carried out inside the public enterprise every three years. This process should be made routine, involving all stakeholder groups in a formal dialogue process to co-create and ensure brand relevance.

No matter the type of employment, employees are an essential stakeholder. Consequently, PSPF should start an internal branding initiative. To manage the portfolio effectively and enable employees to connect with it fully and individually contribute to both the corporate and product brands, public enterprises like PSPF must clearly define their brand portfolio and communicate with one another about its architecture.

The Public Service Pensions Fund, the sole entity this study is centered on, serves as a convenient yet purposeful sample. Although this limits the generalisability of the information, PSPF is the only public entity that manages the pension fund of civil servants in Eswatini; as such, it may be regarded as the dominant participant in the pension market. It is advised that a comparative analysis be carried out amongst comparable governmental firms in Southern Africa that manage government employees' pensions.

8.4 Areas for Future Research

It has been argued that there is a need for literature on public enterprise and the role corporate identity and corporate branding management play in these public enterprises in Southern African countries. Therefore, a comparative study conducted in Southern Africa and internationally would yield vital information to advance this area of study. Future research should conduct an analysis of when and how employees internalise communicated corporate identity. In addition, future studies can be conducted on corporate identity awareness to internal stakeholders in public sector enterprises.
Furthermore, to verify the links found in this study, more research in different contexts should be undertaken. The education sector like universities and non-governmental organisations can be considered for such research.

8.5 Contribution of this Research

8.5.1 Theoretical Contributions

Theoretically this study is one of the first to investigate and understand pension fund entities' corporate identities by examining the corporate identities of the Public Service Pensions Fund in Eswatini and increasing the visibility of the PSPF brand. The study has further developed a framework for the adoption of corporate identity and internal marketing determinants in the public sector land scape in Eswatini and beyond. The research was conducted in the digital era and post COVID 19 and has contributed to providing literature on how public sector enterprises embrace digital communication as part of service delivery. The research contributes to the comprehension of the correlation between corporate identity and brand elements (logo), website, social media, brand identity and determinantsof internal marketing by carefully examining the study's hypothesis. Since the findings can be used to help future research, intellectuals benefit from the theoretical contributionsof this work. The research also adds significant value to the body of knowledge in the field of pension funds, particularly in the public sector in Eswatini, by producing fresh insights on a corporate identity for current scholarly works.

8.5.2 Practical Contributions

The Public Service Pensions Fund marketing department ought to focus on creating an internal and brand ambassadorship programme to make sure that its staff members embody the values and goals of the Fund. Both internal and external stakeholders should regularly encounter this in their interactions.

PSPF should make the most of its website, social media accounts, and digital media channels to facilitate communication with internal stakeholders. The organisation should also determine how these platforms can be effectively utilised to convey its operations and performance.

The results of this research indicate that people, especially Generation X, are unlikely to

use social media networking sites for a range of purposes. Adverts that promote products in a one-way, impersonal manner are replaced by social media marketing with ones that build connections between brands and customers and encourage interaction from the audience. PSPF marketing must, therefore, use creativity to identify the most effective channels for connecting with these members.

PSPF marketing needs to keep in mind to reply to both positive and negative commentary on the website or social media platforms to drive traffic to them. This is because stakeholders often appreciate comments that present both sides of an issue rather than just offering positive perspectives. The Marketing department must ensure a favourable customer experience and a user-friendly website to receive positive feedback from members and enhance the quality and utility of material on the platforms.

Mtange (2022) mentioned that it is critical that management educates, shares information, and connects employees to corporate business and consumer expectations. This interaction will improve the organisation's image and reputation by encouraging positive customer-employee engagement. PSPF management can adopt this strategy from Kenya Multi Media University which could assist in turning employees to brand ambassadors.
To improve engagement, positioning, brand ambassadors, and staff coaching to foster the new ethos, identity, and brand throughout institutional changes, PSPF must consider a communication policy and management practice. An innovative policy that addresses inclusion to foster trust, offers engaging digital platforms for participation, and clearly defines identity through written and spoken channels to effectively convey corporate messages and enhance the corporate reputation of a public institution that is changing.

8.6 Study Limitations

The exclusive application of quantitative techniques rather than a combination of methods posed as a limitation to the study. The respondents to the survey cannot be asked any more questions after they have completed it. There are fewer data points to evaluate because there is a limited chance to go deeper into the answers the study provides than with other approaches. The conclusions of quantitative methodology are not generalisable

to the entire population because they are based on data collected from random sources. In addition, the study is limited to a few participants because it was conducted in one city (the capital city) where the organisation has its head office. Therefore, the findings cannot be generalised. Future research can be conducted with a larger group of participants. However, despite these limitations, this study makes a valuable contribution because it gives insight into the corporate identity of PSPF in Eswatini. This is the first study to be done.

8.7 Study Conclusion

In conclusion, this study found that websites, advertising in social media and brand identification positively influence corporate identity. The study also found that internal customer satisfaction positively influences internal customer empowerment, internal customer communication and internal customer commitment. Also, the study found that corporate identity does not influence brand elements (logo), social media, or internal customer satisfaction. Therefore, pension funds in public sector enterprises should invest in product development and service delivery and focus on building and promoting their corporate identity.

An established corporate identity assists an organisation to establish trust with internal and external stakeholders, contributing to its success. It also makes the brand more recognisable to its target demographic and potential clients, encouraging them to choose the company over competitors. While the results uncovered that internal customer satisfaction positively influences internal customer empowerment, internal customer communication and internal customer commitment, organisations like PSPF should put more effort into internal branding for internal stakeholders to become brand ambassadors of the organisation and deliver the brand promise to the customers.

As mentioned earlier, highly engaged employees have a good outlook on an organisation and are eager to help it succeed. They promote the brand and keep the corporate identity of the organisation alive.

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Appendix A – Participant Information Letter

Wits Business School
Sculpting global leaders

Dear Sir/Madam,

My name is Makhosazana Simelane and I am a Masters student in Strategic Marketing at Wits Business School, Johannesburg. As part of my studies, I am conducting a research study titled "**Enterprise Identity for Public Service Pensions Fund (PSPF) in Eswatini"** under the supervision of Dr Melissa Zulu. This research wants to investigate the Public Service Pensions Fund's corporate identity. The study serves to fill a gap both academically and practically in Eswatini by assisting PSPF's internal and external stakeholders understand the corporate identity of the Public Service Pensions Fund and also for PSPF to come up with corporate identity strategies, which would assist the organisation align with and strengthen. Lastly the study also wants to investigate whether certain internal marketing determinants influence internal customer satisfaction.

There will be no personal costs to you if you participate in this project. You will not receive any direct benefits from participation. Your participation is voluntary, and no risk is associated with your participation. You are welcome to withdraw from this questionnaire at any time. Your participation is confidential and anonymous; therefore, no personal information is required. This questionnaire will take about 10-15 minutes to complete.

Should you have any questions, you are free to contact Makhosazana Simelane or my supervisor, Dr Melissa Zulu, who will also be available for any concerns regarding the study or questionnaire.

Yours Sincerely

Researcher: Makhosazana Simelane
Email:0413208x@students.wits.ac.za
Contact number: +268 76038688

Supervisor: Dr Melissa Zulu
Email:melissa.zulu@wits.co.za
Contact number: + 27 11 717 8161

Appendix A1. Missing value analysis for internal stakeholders

	N	Missing		No. of Extremes[a]	
		Count	Percent	Low	High
EVAR1	42	0	,0	4	0
EVAR2	42	0	,0	2	0
EVAR3	42	0	,0	2	0
EVAR4	42	0	,0	2	0
EVAR5	42	0	,0	.	.
EVAR6	42	0	,0	.	.
EVAR7	42	0	,0	1	0
EVAR8	42	0	,0	0	0
EVAR9	41	1	2,4	0	0
EVAR10	42	0	,0	.	.
EVAR11	42	0	,0	1	0
EVAR12	42	0	,0	2	0
EVAR13	41	1	2,4	0	0
EVAR14	41	1	2,4	.	.
EVAR15	42	0	,0	0	0
EVAR16	42	0	,0	2	0
EVAR17	42	0	,0	0	0
EVAR18	42	0	,0	2	0
EVAR19	41	1	2,4	3	0
EVAR20	42	0	,0	3	0
EVAR21	42	0	,0	4	0
EVAR22	42	0	,0	.	.
EVAR23	41	1	2,4	0	0
EVAR24	42	0	,0	0	0
EVAR25	42	0	,0	3	0
EVAR26	42	0	,0	2	0
EVAR27	42	0	,0	2	0
EVAR28	42	0	,0	3	0
EVAR29	42	0	,0	2	0
EVAR30	42	0	,0	0	0
EVAR31	41	1	2,4	3	0
EVAR32	41	1	2,4	4	0
EVAR33	42	0	,0	1	0
EVAR34	42	0	,0	3	0
EVAR35	42	0	,0	.	.
EVAR36	42	0	,0	0	0
EVAR37	42	0	,0	0	0
EVAR38	42	0	,0	2	0
EVAR39	40	2	4,8	0	0
EVAR40	42	0	,0	4	0
EVAR41	41	1	2,4	0	0

Appendix A2. Missing value analysis for external stakeholders

		Missing		No. of Extremes	
	N	Count	Percent	Low	High
VAR1	100	2	2,0	0	0
VAR2	102	0	,0	2	22
VAR3	101	1	1,0	1	20
VAR4	102	0	,0	.	.
VAR5	102	0	,0	.	.
VAR6	101	1	1,0	.	.
VAR7	101	1	1,0	0	0
VAR8	102	0	,0	.	.
VAR9	102	0	,0	0	0
VAR10	102	0	,0	1	17
VAR11	102	0	,0	0	0
VAR12	102	0	,0	0	0
VAR13	102	0	,0	0	0
VAR14	102	0	,0	0	0
VAR15	102	0	,0	0	0
VAR16	102	0	,0	0	0
VAR17	102	0	,0	0	0
VAR18	102	0	,0	0	0
VAR19	102	0	,0	1	7
VAR20	102	0	,0	1	12
VAR21	102	0	,0	2	14
VAR22	101	1	1,0	1	18
VAR23	102	0	,0	0	0
VAR24	102	0	,0	0	0
VAR25	102	0	,0	9	19
VAR26	102	0	,0	0	0

Appendix B – Informed Consent Statement

Consent form

Title of research: Enterprise Identity for Public Service Pensions Fund in Eswatini

Researcher: Makhosazana Simelane

I, _____ agree to participate in this research project. The research has been explained to me and I understand the terms and extent of my participation. I hereby consent to:

(Please circle the relevant options below)

I agree that my participation will remain anonymous.	YES	NO
I agree that the researchers may use my anonymous answers in their research report.	YES	NO
I agree to my right to withdraw my participation in this research.	YES	NO
I agree that this interview may be recorded.	YES	NO

_____	23 September 2023
Date	**Date**
_____	_____
Signature	**Signature**
_____	Makhosazana Simelane
Name of participant	**Name of person seeking consent**

Appendix B1. Test for normality for internal stakeholder variables

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EVAR1	,254	36	<.001	,777	36	<.001
EVAR2	,277	36	<.001	,735	36	<.001
EVAR3	,319	36	<.001	,798	36	<.001
EVAR4	,316	36	<.001	,759	36	<.001
EVAR5	,336	36	<.001	,728	36	<.001
EVAR6	,357	36	<.001	,774	36	<.001
EVAR7	,286	36	<.001	,868	36	<.001
EVAR8	,286	36	<.001	,848	36	<.001
EVAR9	,341	36	<.001	,810	36	<.001
EVAR10	,353	36	<.001	,787	36	<.001
EVAR11	,359	36	<.001	,601	36	<.001
EVAR12	,412	36	<.001	,634	36	<.001
EVAR13	,218	36	<.001	,864	36	<.001
EVAR14	,305	36	<.001	,797	36	<.001
EVAR15	,209	36	<.001	,842	36	<.001
EVAR16	,260	36	<.001	,758	36	<.001
EVAR17	,212	36	<.001	,857	36	<.001
EVAR18	,223	36	<.001	,836	36	<.001
EVAR19	,304	36	<.001	,840	36	<.001
EVAR20	,327	36	<.001	,797	36	<.001
EVAR21	,366	36	<.001	,745	36	<.001
EVAR22	,334	36	<.001	,769	36	<.001
EVAR23	,209	36	<.001	,861	36	<.001
EVAR24	,248	36	<.001	,856	36	<.001
EVAR25	,250	36	<.001	,806	36	<.001
EVAR26	,304	36	<.001	,659	36	<.001
EVAR27	,325	36	<.001	,731	36	<.001
EVAR28	,270	36	<.001	,788	36	<.001
EVAR29	,205	36	<.001	,908	36	,006
EVAR30	,264	36	<.001	,867	36	<.001
EVAR31	,332	36	<.001	,810	36	<.001
EVAR32	,318	36	<.001	,829	36	<.001
EVAR33	,293	36	<.001	,864	36	<.001
EVAR34	,293	36	<.001	,814	36	<.001
EVAR35	,342	36	<.001	,796	36	<.001
EVAR36	,238	36	<.001	,866	36	<.001
EVAR37	,275	36	<.001	,862	36	<.001
EVAR38	,272	36	<.001	,690	36	<.001
EVAR39	,344	36	<.001	,731	36	<.001
EVAR40	,176	36	,006	,916	36	,010
EVAR41	,249	36	<.001	,844	36	<.001

a. Lilliefors Significance Correction

Appendix B2. Test for normality for external stakeholder variables

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
VAR1	,358	97	<.001	,752	97	<.001
VAR2	,352	97	<.001	,799	97	<.001
VAR3	,370	97	<.001	,774	97	<.001
VAR4	,389	97	<.001	,744	97	<.001
VAR5	,392	97	<.001	,736	97	<.001
VAR6	,397	97	<.001	,721	97	<.001
VAR7	,390	97	<.001	,745	97	<.001
VAR8	,374	97	<.001	,772	97	<.001
VAR9	,405	97	<.001	,699	97	<.001
VAR10	,386	97	<.001	,730	97	<.001
VAR11	,380	97	<.001	,704	97	<.001
VAR12	,429	97	<.001	,641	97	<.001
VAR13	,322	97	<.001	,777	97	<.001
VAR14	,322	97	<.001	,792	97	<.001
VAR15	,268	97	<.001	,823	97	<.001
VAR16	,338	97	<.001	,780	97	<.001
VAR17	,345	97	<.001	,768	97	<.001
VAR18	,365	97	<.001	,738	97	<.001
VAR19	,258	97	<.001	,765	97	<.001
VAR20	,355	97	<.001	,771	97	<.001
VAR21	,356	97	<.001	,774	97	<.001
VAR22	,338	97	<.001	,806	97	<.001
VAR23	,314	97	<.001	,774	97	<.001
VAR24	,311	97	<.001	,790	97	<.001
VAR25	,246	97	<.001	,830	97	<.001
VAR26	,294	97	<.001	,833	97	<.001

a. Lilliefors Significance Correction

Appendix C – Company Permission Letter

P. O. Box 4469
Mbabane H100, Eswatini
(+268) 2411 9000

PSPF

7th Floor, Ingcamu Building
Mhlambanyatsi Road, Mbabane
info@pspf.co.sz

Our Ref: **PF.1093**

03 August 2023

Ms. Makhosazana Simelane
C/O Public Service Pensions Fund
P.O. Box 4469
MBABANE

Dear Makhosazana,

RE: REQUEST TO CONDUCT RESEARCH AT PSPF

Your letter dated 23 June 2023 refers.

Please be informed that the Public Service Pensions Fund (Fund) hereby grants you permission and access to conduct your research on *"Developing Corporate Identity for Public Service Pensions Fund Eswatini"*.

You are also granted permission to the following:

- access and use the organisation's database,
- to contact or speak to the organisation's clients/staff members regarding the research, and
- to disclose the Public Service Pensions Fund's name whilst conducting the research and in the final report.

The Fund would like to have a copy of your final report. Kindly provide details on how we could be of assistance to you whilst carrying out the research.

Yours Sincerely

MR. ELKAN MAKHANYA
DIRECTOR CORPORATE SERVICES

PUBLIC SERVICE PENSIONS FUND
03 AUG 2023
P.O. BOX 4469, MBABANE, H100

Board of Trustees; S.S Dlamini (Chairman), C.D Dlamini, D.L Dlamini, E.V Dlamini,
P.E Ginindza, B.E Hlatshwayo, D.C Khumalo, P.G Masilela, M.M Ntsane, C.R Tembe

Appendix C1. Collinearity of the data

	VIF
VAR10	1,685
VAR11	1,634
VAR12	1,418
VAR13	1,844
VAR14	1,645
VAR16	1,488
VAR17	2,093
VAR18	1,739
VAR19	1,576
VAR2	2,294
VAR20	1,656
VAR21	2,094
VAR22	2,091
VAR23	2,652
VAR24	3,169
VAR25	2,335
VAR26	1,787
VAR3	3,153
VAR4	2,714
VAR5	2,597
VAR6	1,971
VAR7	1,631
VAR8	2,026
VAR9	1,927

Appendix D – Instrument (Questionnaire)

Questionnaire

Please indicate your answer by crossing (X) in the appropriate block.

1. I agree to participate in this study and have my responses used for research purposes.

Yes	1	No	2

Section A: Screening Question

1. Are you an active member/dependent/pensioner/stakeholder? If yes, please continue with completing the questionnaire and if no, kindly discontinue participation.

Yes	1	No	2

Section B: Demographic Information (used for statistical purposes only)

Please mark with an (X) in the appropriate box.

1. Gender

Male	Female	Prefer not to say
1	2	3

2. Age

18-20	21-30	31-40	41-50	51-55	Prefer not to say
1	2	3	4	5	6

3. Marital status

Single	Married	Widowed/ Divorced/ Separated	In a Partnership	Prefer not to say
1	2	3	4	5

4. Occupational status

Student	Employed	Unemployed	Self-Employed
1	2	3	4

5. Level of education

Primary School	High School	Diploma	Degree	Postgraduate degree
1	2	3	4	5

		Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	Brand logo							
1.	The design of the logo is familiar to me.							
2.	The design of the PSPF logo communicates the brand's identity.							
3.	The design of the PSPF logo reflects the personality of the company.							
4.	The design of the PSPF logo is meaningful.							
5.	The design of the PSPF logo communicates the brand message.							
	Website							
1.	PSPF website portrays the company's identity							
2.	The PSPF website provides good navigation facilities to information content							
3.	The PSPF website is visually appealing							
4.	PSPF website has a consistent design and is aligned to the brand							
5.	The PSPF logo communicates the organisation's personality							

	Social Media							
1.	Social media is good to be used as a marketing tool of PSPF services.							
2.	Any trade or service company should have social media as marketing tools.							
3.	Advertising through social media is more quickly recognized by the community rather than advertising through other media (such as newspapers, TV, and radio).							
4.	Social media helps me to remember PSPF services.							
	Advertising on social media							
1.	It is better to read PSPF ads material on social media than on print							
2	PSPF Social media advertising provides timely information							
3.	Social media advertising is effective in gathering PSPF customer feedback							
4.	Social media advertising facilitates two-way communication between the customers and PSPF.							

	Brand identification							
1.	I feel that my personality and the personality of the PSPF brand are very similar							
2.	I have a lot in common with other people that use the PSPF brand							
3.	I feel that my values and the values of the PSPF brand are very similar							
4.	I transmit my personal experiences with the PSPF brand also to other people I know							
	Corporate Identity							
1.	PSPF has a good public image							
2.	PSPF has a good reputation							
3.	When someone criticises PSPF, it feels like a personal insult							
4.	I am very interested in what others think about the PSPF brand							
	Internal Customer Satisfaction							
1.	PSPF is an attractive organization to work for							
2.	PSPF attracts high quality employees							

3.	There is enough freedom for employees to do what they want in their work.							
4.	Employees are satisfied with the variety of activities their work offers							
	Internal Customer Empowerment							
1.	PSPF focuses on empowering me through training							
2.	PSPF provided an orientation program for me							
3.	PSPF provides support to develop my communication skills in order to achieve organizational goals							
4.	The training at PSPF has enabled me to do my job well							
	Internal Customer Communication							
1.	PSPS communicates a clear brand image to me							
2.	Employees at all levels understand the direction and key priorities at PSPF							
3.	There is an internal communication program for all employees at PSPF							
4.	All communication materials reflect a consistent style at PSPF							

	Internal Customer Commitment							
1.	I care about the future development of PSPF							
2.	I will pass on my working experience to new staff							
3.	I will feel guilty if I leave PSPF							
4.	I feel I have a promising future if I stay with PSPF							

Appendix E – Ethics Approval

Graduate School of Business Administration
University of the Witwatersrand, Johannesburg

Wits Business School Ethics Committee
Constituted under the University Human Research Ethics Committee (Non-Medical)

Ethics Clearance Certificate

Ethics protocol number: WBS/SM0413208x/885
This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below).

Project title	Enterprise identity of the Public Service Pensions Fund, Eswatini
Investigator / Researcher	Ms Makhosazana Simelane
Nature of Project	MM (Strategic Marketing)
Decision of the Committee	Approved, provided stakeholders and participants are guaranteed confidentialty.
Issue Date of Certificate	2023-08-04
Expiry date	Date of submission of the project / research report
Chairperson	Dr Pius Oba ☎ +27 11 717 3976 +27 82 733 6587 ✉ pius.oba@wits.ac.za

Declaration by Researcher

One copy must be signed by the Researcher and returned to the Chairperson of the Wits Business School Ethics Committee.

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I undertake to resubmit the protocol to the Committee.

Signature _____ Date: _____