

DBA AFRICA MANAGEMENT REVIEW

VOLUME 10 NO 2

2020

*MODERATING ROLE OF ORGANIZATION DEMOGRAPHICS
ON THE RELATIONSHIP BETWEEN BRAND PERSONALITY
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UNIVERSITIES IN KENYA*

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*A Quarterly publication of the Department of Business Administration,
School of Business,
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ISSN NO: 2224-2023

DBA Africa Management Review

Received Date

14/05/2020

Accepted Date

24/06/2020

MODERATING ROLE OF ORGANIZATION DEMOGRAPHICS ON THE RELATIONSHIP BETWEEN BRAND PERSONALITY AND CUSTOMER SERVICE DELIVERY OF PUBLIC UNIVERSITIES IN KENYA

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Abstract

This examined the moderating role of organization demographics on the relationship between brand personality and customer service delivery of public universities in Kenya. Positivist paradigm was adopted by the study since it facilitated discovery of new knowledge and findings were verified using existing theories and findings of previous studies. The total population of the study was 61,541 respondents selected from the 15 randomly selected public universities in Kenya. Multi-stage sampling technique was adopted to select respondents of the study. Israel formula was adopted to calculate the ideal sample size of 398 respondents who involved fourth year undergraduate students. Questionnaires were used to collect primary data from the respondents. Linear Mixed effect models fitted to Restricted Maximum Likelihood (REML) models were used to test the hypothesis of this study. Organizational demographics was revealed to positively moderate the relationship between brand personality and customer service delivery of public universities in Kenya. Constraints of operationalizing variables of the study were managed by the current study modifying brand personality model, equity theory and SERVQUAL model to suit in measuring customer service delivery in the university context. The results of this study contributes to new knowledge by validating existing theories and provides guidance to policy makers and managers on how customer service delivery in the university context can be enhanced by using brand personality and organizational demographics. To the best of the researchers' logic, this is the first empirical study that quantitatively summarize the moderating effect of organizational demographics on the relationship between brand personality and customer service delivery by using mixed effect models fitted to Restricted Maximum Likelihood (REML) models to measure the moderating effect of organizational demographics on the relationship

Key Words: Brand Personality, Organizational Demographics, Customer Service Delivery and Public Universities

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1. BACKGROUND

In the contemporary business environment, enhancing customer service delivery in any organization is considered to be function of brand personality (Giovanni & Daniela, 2018). Customer service delivery is regarded as the overall views held by individual customers towards a product or service offered by an organization (Birori, 2014). Service delivery is conceptualized to be measured using five dimensions: empathy, assurance, reliability, responsiveness and tangibility (Parasuraman, Zeithaml, & Berry, 1985). To cope us with the ever changing customer expectation in the higher education service sector, rethinking on brand personality is preconceived to have significant impact on customer service delivery (Matokho & Anyieni, 2018). Considering the heterogeneity nature of services, adoption of brand personality as the alternative marketing strategy of attracting and retaining customers is inevitable (Gary, José, Susan, Melisaa & Theresa, 2018). Brand personality is described as human qualities attributed to brand names (Banahene, 2017). Reposition higher education service using brand personality strategy considered to have a significant impact on customer service delivery if effectively managed (Nashwan, 2015).

The five dimensions of brand personality which are viewed to influence customer service delivery from one context to another are: brand sophistication, competence, sincerity, excitement and ruggedness (Kotler & Keller, 2010). Customer service delivery in any context can be measured using aspects such as reliability, empathy, responsiveness, assurance and tangibility (Parasuraman, Zeithaml and Berry, 1985). To a larger

extent, scholars have revealed a significant relationship between brand personality and customer service delivery (Ewa & Wawrzyniec, 2019; Charraz & Muhammad, 2014). Organizational demographics being internal factors in an organization which can directly or indirectly influence brand performance (Keller, 2010), it is conceptualized to have a significant impact on brand performance in terms of service delivery (Doyle & Stern, 2010). Organizational demographics aspects such as age, size and location ownership are preconceived to influence customer service delivery if effectively embraced (Nashwan, 2015). Kapferer (2010) observe that organizations that reposition their services using demographic aspects such as age, size, ownership, history and location not only influence customer perceived value but also enhance customer trust and confidence. Even though organization age is not a direct guarantee to customer service delivery (Waithaka, 2014), to a larger extent organizational age, size and location can result to enhanced customer satisfaction (Matata & Oduor, 2014).

This study was anchored on brand equity theory founded by Aaker (1980). The five dimensions of the theory are: brand loyalty, brand awareness, brand associations, perceived product quality and proprietary assets. Brand awareness is regarded as the extent to which consumers have the information concerning an existing or new product in the market. Brand associations is the extent to which consumers can connect existing or new products with objects, human beings and animals. Perceived product quality are subjective evaluations of existing or new products in the market by customers and proprietary assets are tangible or intangible resources that different brand in the market

(Aaker, 1980). Investment in higher education can facilitate economic stability among countries (UNESCO, 2010). Equally, Magutu et al. (2010) suggest that countries are likely to enhance their economic growth if they invest in higher education. Customer service delivery in the university context can be evaluated based on the capability of the universities to produce graduates with diverse knowledge and skills to fit in the competitive labour market (Waithaka, 2014).

Developments in the higher education service sector since independence have not only resulted to establishment of more universities in Kenya, but also contributed to increased demand for higher education services. Repealing of the higher education policies and establishment of quality regulatory bodies since independence were all aspects intended to improve customer service experience. Unemployment among the Kenyan graduates and failure of Kenya to realize industrialization status are issue of concern to students, the government, parents, employers and development partners. Periodical strikes witnessed in public university, reduced funding, increased number of student enrolment, revoking of degrees awarded to students and inability of universities to innovate products are some of the issues which have compromised the quality services in higher institutions of learning in Kenya. Despite ongoing debates and discussions in the academic literature, issues related to customer service delivery in the university context in Kenya cannot be ignored. For global competitiveness in terms of customer service delivery among public universities in Kenya, investigations are inevitable (Malechwanz & Mbeke, 2016; CUE, 2018 & Federation of Kenya Employers, 2018).

1.1 Research Problem

Organizations that invest in brand personality strategy are likely to enhance customer service delivery from one context to another (Matti et al., 2015). However, customer service delivery is not only enhanced by brand personality but also other factors such as organizational demographics (Waithaka, 2014). Even though extensive studies have been conducted globally (Richard, Fiona & John, 2017; Khian et al., 2017), regionally (Amel et al., 2018 & Sanjay, 2015) and at the same time in Kenya (Waithaka, 2014; Malechwanz & Mbeke, 2016; Owino, 2013 & Mutinda, 2016), the studied examined the variables of the current study partially and in isolation. Few studies have examined the moderating effect of organizational demographics on the relationship between brand personality and customer service delivery in the university context. For instance, existing empirical studies have indicated insignificant relationship between organizational demographics and customer service delivery (Gary et al., 2018; Hong, 2016; Jin & Tong, 2015; Tho, Trang & Olsen, 2016) while other studies have shown a positive and significant relationship between organizational demographics and customer service delivery (Raghavan & Ganesh, 2015).

From the findings of these studies, it is difficult to ascertain the moderating effect of organizational demographics in the relationship because metrics used to measure organizational demographic variable were different from those adopted by this study. Further, organizational demographic variable was treated as an independent variable in the studies contrary to this study where organizational demographic variable was treated as the

moderating variable in the relationship between brand personality and customer service delivery. This study was informed by the contradictions that emanated from the findings of the extant empirical studies conducted locally and internationally due to conceptual, contextual and methodological constraints. Absence of an integrated model to validate the moderating effect of organizational demographics on the relationship between brand personality and customer service delivery was the foundation against which this study was conducted.

1.2 Research Objective

The broad objective of this study was to assess the moderating effect of organizational demographics on the relationship between brand personality and customer service delivery. The specific objective of this study was to establish the effect of organization demographics on the relationship between brand personality and customer service delivery of public universities in Kenya.

2. LITERATURE REVIEW

In the marketing literature, brand personality is positively attributed to brand performance from one context to another (Kotler, 2010). The five perspectives used to evaluate brand personality involve: brand sophistication, ruggedness, sincerity, excitement and competence. Brand sophistication is considered to be the predominant factor of customer service delivery from one organization to another if effectively managed. In comparative study conducted by Ewa and Wawrzyniec (2019) Poland and Ukraine revealed that there existed differences between brand personality and customer perceived value. Brand sophistication can positively influence customer service delivery (Matti

et al., 2015). Similarly, Chin (2016) acknowledge that customer perceived value is influenced by brand personality. Experience and unique personalities of service providers can positively influence customer loyalty and vice versa (Bijuna et al., 2016). Organizations that promptly fulfils customer promises can attract and retain customers (Charraz and Muhammad, 2014). Whilst, Nashwan (2015) contends that customer satisfaction is influenced by brand that are perceived to be valuable and conform with customer expectation after consumption. On the relationship between brand equity and rebranding among small enterprises in the UK, it was revealed by Sohini, Rejoice, Norman and Eugene (2019) that, there exists a significant effect between brand equity and rebranding among small enterprises. However, it was observed that the study did not examine the influence between brand personality and customer service delivery in the university context in Kenya. Brand personality was found to influence user imagery, advertisement style and logo among customers (Banahene, 2017). Although, it was noted that the study was limited to tangible products contrary to pure services of this study.

Subsequently, Ewa and Wawrzyniec (2019) in their comparative study in Poland and Ukraine, it was revealed that brand personality and customer perceived value were insignificant. Bijuna et al. (2016) on the other hand identified that brand personality had significant influence on customer loyalty. Despite variations of brand personality dimensions on customer service delivery (Charraz & Muhammad, 2014), it was concluded by Nashwan (2015) that, the only way firms can enhance customer loyalty is to invest in brand personality. Customer service delivery is viewed to be influenced by

brand personality and other organizational demographic factors such as age, size and location. Waithaka (2014) identified that organizational demographics can positively influence brand performance. However, the study adopted a single approach of data analysis contrary to multi-level approach of the current study. Rutter (2013) in the UK and Petruzzellis and Romanazzi (2010) in Italy also hold that organizational features such as ownership, history and age can positively influence organizational performance in terms of service quality.

Rutter (2013) in the UK and Petruzzellis and Romanazzi (2010) in Italy also hold that organizational features such as ownership, history and age can positively influence organizational performance in terms of service quality. Similarly, Dauda, Akingbade and Akinlabi (2010) revealed that corporate image and customer service delivery can be influenced by the history and age of the organization. However, the authors concluded that given the differences from one service sector to another, it is difficult to generalize that organizational demographics positively influence customer satisfaction. Further, the findings of the study cannot be generalized in the Kenyan context due to cultural and geographical differences in Nigeria and Kenya. Jin and Tong (2015) found out that existence of insignificant relationship between organizational demographics and organizational performance. Tho, Trang and Olsen (2016) on the other hand identified that organizational demographics had little impact on organizational performance thus an inappropriate for any competitive organization to rely it. Studies by Bijuna et al. (2016), Mutinda (2014) and Agyapong (2011) noted that organizational performance can be influenced by brand

personality. Nevertheless, it was observed that the studies were limited to products with sensory confirmation contrary to pure services of this study without sensory confirmation. Despite the extensive studies which have been conducted globally, regionally and locally, it was noted that the researchers have paid little attention in examining the direct effect of organizational demographics on customer service delivery.

Similarly, Dauda, Akingbade and Akinlabi (2010) revealed that corporate image and customer service delivery can be influenced by the history and age of the organization. However, the authors concluded that given the differences from one service sector to another, it is difficult to generalize that organizational demographics positively influence customer service delivery. Further, the findings of the study cannot be generalized in the Kenyan context due to cultural and geographical differences in Nigeria and Kenya. Rutter (2013) found out that existence of insignificant relationship between organizational demographics and organizational performance. Tho, Trang and Olsen (2016) on the other hand identified that organizational demographics had little impact on organizational performance thus an inappropriate for any competitive organization to rely it. Studies by Bijuna et al. (2016), Mutinda (2014) and Agyapong (2011) noted that organizational performance can be influenced by brand personality. Nevertheless, it was observed that the studies were limited to products with sensory confirmation contrary to pure services of this study without sensory confirmation.

Brand personality is considered to be a driver and an enabler of customer service delivery if effectively managed. Conversely, brand personality is viewed to be complimented by organizational demographic (Raghavan & Ganesh, 2015). Scholars have established a positive link between brand personality and customer service delivery (Matti et al., 2015 & Chin, 2016, Charraz & Muhammad, 2014 & Nashwan, 2015). Equally, organizational demographics is found to be significantly and positively correlated with customer service delivery (Petruzzellis & Romanazzi, 2010, Mutinda, 2014 & Agyapong, 2011). Organizations in the service sector, increasing appreciating the role of brand personality in improving customer service delivery. (Wawrzyniec, 2019. Despite extensive studies on the

direct link between brand personality and customer service delivery (Sohini et al., 2019; Ewa & Wawrzyniec, 2019), limited studies have established the moderating role of organizational demographics on the relationship between brand personality and customer service delivery in the university context.

3. CONCEPTUAL FRAMEWORK

The conceptual framework illustrated as shown in Figure 1 was anchored brand personality model, brand equity theory (Aaker, 1997; 1980) and SERVQUAL model founded by Parasuraman et al., 1985). The constructs of these theories were adapted to facilitate measurement of customer service delivery in the university context.

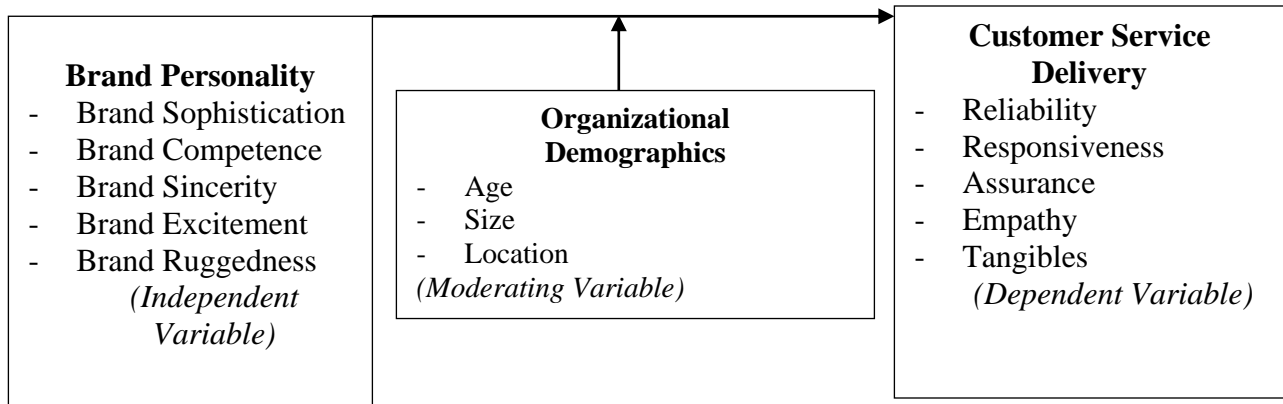


Figure 1: Conceptual Framework

Source: Current Researcher (2020)

As shown in Figure 1, brand personality which is the independent variable comprises a sub-set of five dimensions; brand sophistication, competence, sincerity, excitement and ruggedness. The moderating variable which is organizational demographics was preconceived to be measured by three

selected indicators which include: age, size and location and the dependent variable which is customer service delivery was preconceived to be measured by five metrics; reliability, empathy, tangibles responsiveness and assurance.

3.1 Conceptual Hypothesis

The subsequent research hypothesis was derived from the research objective as demonstrated in Figure1:

H₀₁: There is no significant moderating effect of organizational demographics on the relationship between brand personality and customer service delivery.

4. Methodology

Positivist paradigm and cross-sectional research design were adopted in this study. The total population of the study was 61 541 students who were selected from 15 public universities in Kenya. The 15 universities were selected using random sampling technique while multistage purposive sampling technique was adopted to the respondents of the study. The two units of analysis for this study comprised of students and public universities. Out of the population of 61,541 students, Israel (2009) formula was adopted to calculate the sample size of 398 respondents. Questionnaires were used to collect primary data. Respondents of the study were undergraduate four year students who were in session. Fourth year undergraduate students were considered appropriate due to their knowledge and experience with university services.

The questionnaire was divided into three sections, A, B and C. Section A, captured data on population demographics. Section B, captured data brand personality and section C, captured data on population demographics. Items of the questionnaire were evaluated using a Likert-type scale of measurement where 1 denotes strongly disagree while 5 denotes strongly agree. Validity of the variables of the study was determined using by Confirmatory Factor Analysis method while reliability of the study variable was confirmed using Cronbach Alpha threshold. Alpha coefficients greater than 0.7 were considered reliable for further data analysis (Byrne, 2017). Hypothesis of the study was tested using Linear Mixed Effect (LME) models fitted with Restricted Maximum Likelihood Estimation (REML) models. This approach was considered appropriate due to the following reasons: it facilitated analysis of data by disobeying the Ordinary Least Square (OLS) assumptions, it has strong graphical facilities that provide visualization of data using graphs and it provided the opportunity of analysing data within and between groups.

Table 1: Operationalization of Study Variables

Variable	Variable Name	Indicators	Rating Measures	Supporting Literature
Independent Variable	Brand Personality	<ul style="list-style-type: none"> - Brand Sophistication - Brand Competence - Brand Sincerity - Brand Excitement - Brand Ruggedness 	5 point Likert-type scale	Aaker (1997), Keller (2010) & Khian et al. (2017).

Moderating Variables	Organizational Demographics	- Age - Size - Location	5 point Likert-type scale	Waithaka (2014), Rogers & Smith (2011).
Dependent Variable	Customer Service Delivery	- Reliability - Responsiveness - Assurance - Empathy and - Tangibles	5-point Liker-type scale	Parasuraman et al. (1985).

Source: Developed by Researcher from Literature

The stepwise hierarchical moderated multiple regression analysis was undertaken to ascertain the predictive power of the moderating effect of organizational demographics (OD) on the association between brand personality (BP) and customer service delivery (CSD). The first step involved testing the direct effect of brand personality (X) and organizational demographics (Z₂) at level-

1 and level-2 while step two involved introduction of the interaction terms between brand personality and organizational demographics at level-1 and level-2 and a significant relationship was confirmed between variables at both levels. The following equations were used to evaluate the interaction effect between the variables of the study as shown below:

$$Y_{ij} = \gamma_{0j} + \beta_1 X_{ij} + \beta_2 Z_{2ij} + \epsilon_{ij} \dots\dots\dots \text{Equation (i)}$$

$$\gamma_{0j} = \beta_{0j} + \mu_{1j} X_{1ij} + \mu_{2j} Z_{2ij} + \mu_{0j} \dots\dots\dots \text{Equation(ii)}$$

$$Y_{ij} = \gamma_{0j} + \beta_1 X_{ij} + \beta_2 Z_{2ij} + \beta_3 X_{ij} * Z_{2ij} + \epsilon_{ij} \dots\dots\dots \text{Equation (iii)}$$

$$\gamma_{0j} = \beta_{0j} + \mu_{1j} X_{1ij} + \mu_{2j} Z_{2ij} + \mu_{3j} X_{ij} * Z_{2ij} + \mu_{0j} \dots\dots\dots \text{Equation (iv)}$$

Table 2: Analytical Interpretation of Data

Objective	Hypothesis	Analytical Model	Analysis Technique	Interpretation
Establish the effect of organization demographics on the relationship between	H ₀₁ : There is no significant moderating effect of organizational demographics on the	$Y_{ij} = \gamma_{0j} + \beta_1 X_{ij} + \beta_2 Z_{2ij} + \epsilon_{ij} \dots\dots\dots \text{Eqn (i) fixed effects}$ $\gamma_{0j} = \beta_{0j} + \mu_{1j} X_{1ij} +$	Hierarchical Mixed effect model REML	Wald Chi-square statistic was used to measure overall significance of the fixed effect

<p>brand personality and customer service delivery.</p>	<p>relationship between brand personality and customer service delivery.</p>	<p>$\mu_{2j}Z_{2ij} + \mu_{0j}.....Eqn (ii)$ random effects</p> <p>$Y_{ij} = \gamma_{0j} + \beta_1X_{ij} + \beta_2Z_{2ij} + \beta_3X_{ij} * Z_{2ij} + \epsilon_{ij}Eqn (iii)$ fixed effects</p> <p>$\gamma_{0j} = \beta_{0j} + \mu_{1j}X_{1ij} + \mu_{2j}Z_{2ij} + \mu_{3j}X_{ij} * Z_{2ij} + \mu_{0j}.....Eqn (iv)$ random effects</p> <p>Where; Z_2 denotes Organizational Demographics, which is the moderating variable.</p>		<p>model.</p> <p>Z-statistic was used to ascertain significance of the predictor variables at level-1</p> <p>LR statistic is used was used to evaluate the significance of the interaction terms.</p> <p>Moderating effect is attributed to a significant effect of the interaction term that is a significant change in the log likelihood which is shown by a significant LR statistic</p>
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Source: Current Researcher (2020)

5. Data Analysis, Findings and Discussions

5.1 Response Rate

The response rate of this study after administering 398 questionnaires was 79.889% (314 out of 398). This response was considered appropriate as recommend by Byrne (2017) who argues that the response rate between 60% and 80% is

adequate for scientific studies. Data of this study was first analysed using descriptive statistics. The findings are presented as shown in Table 3, 4, 5 and 6.

5.2 The Moderating Effect of Organizational Demographics on the Relationship between Brand Personality and Customer Service Delivery

The objective of this study was to determine the moderating effect of organizational demographics on the relationship between brand personality and customer service delivery. Selected metrics which involved age, size and location were used to measure organizational demographics variable in relation to customer service delivery. From the literature review, organizational demographics can directly or indirectly influence customer service delivery if effectively managed from one context to another. As a result, the subsequent hypothesis was advanced and tested.

Hypothesis₀₁: There is no significant moderating effect of organizational demographics on the relationship between brand personality and customer service delivery of public universities in Kenya.

To determine statistical hypothetical moderating effect of organizational demographics on the relationship between brand personality and customer service delivery, Hierarchical Mixed Effect model fitted with Restricted Maximum Likelihood (REML) model was adopted. Organizational demographics was treated as the predictor variable to the model and thereafter its interaction was tested between brand personality and customer service delivery. A summary of the findings is provided as shown in Table 3.

Table 3: Mixed Effects of Organizational Demographics and Brand Personality on Customer Service Delivery

Mixed-effects REML regression						
Group variable: university		Number of obs		= 314		
Obs per group:		Number of groups		= 12		
		Min		= 18		
		Avg		= 26.2		
		Max		= 49		
		Wald chi2(1)		= 169.34		
Log Restricted-Likelihood = -309.224		Prob > chi2		= 0.000		
Customer Service Delivery	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]	
Brand Personality_X	0.455	0.074	6.160	0.000	0.310	0.600
Organization demographics_Z ₂	0.331	0.057	5.840	0.000	0.220	0.442
_cons	0.016	0.073	0.23	0.821	-0.126	0.158

0

Random-effects Parameters	Estimate	Std. Err.	[95% Conf. Interval]	
Identity				
Var (Brand personality_X)	0.027	0.018	0.007	0.101
Var (_cons)	0.046	0.027	0.015	0.148
Var (Residual)	0.373	0.031	0.317	0.439

LR test vs. linear regression: Chibar2 (01) = 22.49 Prob >= Chibar2 = 0.000

Level	ICC	Std. Err.	[95% Conf. Interval]
University	0.111	0.059	0.037 0.288

Likelihood-Ratio Test

LR chi2(1) = 0.000

(Assumption: M1 nested in M2)

Prob > chi2 = 1

Akaike's Information Criterion and Bayesian Information Criterion (BIC)

Model	Obs	ll (null)	ll (model)	df	AIC	BIC
M1 – me no Random Slopes	314	.	-309.224	6	630.448	652.945
M2 – me Random Slopes	314	.	-309.224	7	632.448	658.694

Source: Research Data (2020)

As illustrated in Table 3, Likelihood Ratio test was used to determine the random slope. Organizational demographic variable was identified to positively and significantly influencing customer service delivery at level-1 (LR = 0.000, p-value =0.000) as apposed at level-2 (LR = 0.000, p-value =1). Further, Model-1 is considered to be a better model as compared to Model-2 without the random covariate of organizational demographics (BIC Model-1=652.945 and BIC Model-2=658.694). A significant fixed effect was noted at level-1 when organization demographic variable was introduced in the model estimate ($\beta = 0.331$, $Z = 5.840$, p-value = 0.000). The mixed effect component model was identified to be

positively significant without adding organizational demographic variable as a level-2 covariate of customer service delivery for the reserved model (chi-square= 169.34, p-value= 0.000). By including the random intercept and the random slope of brand personality at level-2 without random slope due to organization demographics, a significant random effect component covariate was confirmed (ICC = 11.1%, LR = 22.349, p-value= 0.000). Further, to test the interaction effect of organizational demographics on the relationship between brand personality and customer service delivery at level-2, Hierarchical Mixed effect model fitted with REML models was

used and the results are summarized in Table 4 below.

Table 4: Mixed Moderating Effect of Organizational Demographics on the Relationship between Brand Personality and Customer Service Delivery

Likelihood-Ratio Test	LR chi2(1)	=	15.022
(Assumption: M1 nested in M3)	Prob > chi2	=	0.000
Akaike's Information Criterion and Bayesian Information Criterion (BIC)			
Model	Obs	ll(null)	ll(model) df AIC BIC
M1 – No interactions	314	.	-309.224 6 630.448 652.945
M3 – Including interaction	314	.	-301.713 7 617.427 643.672

Source: Primary Data.

As demonstrated in Table 4, Likelihood Ratio (LR) test was adopted assess the moderating effect of organization demographics on the association between brand personality and customer service delivery. A significant improvement was revealed when Model-1 without the interaction variable was added to Model-3 comprising the interaction variable (LR =

15.022, p-value = 0.000). Model-3 was less than Model-1 thus considered to be a better model to explain the interaction effect (BIC Model-3 = 643.672 and BIC Model-1 = 652.945. This results therefore means that, there is a significant improvement in model when the interaction term was included.

Table 5: Random Moderating Effect Results of Organization Demographics on the Relationship between Brand Personality and Customer Service Delivery

Mixed-effects REML regression		Number of obs	=	314	
Group variable: university		Number of groups	=	12	
Obs per group:		Min	=	18	
		Avg	=	26.2	
		Max	=	49	
		Wald chi2(1)	=	193.29	
Log Restricted-likelihood = -301.713		Prob > chi2	=	0.000	
Customer Service Delivery	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]
Brand Personality	0.471	0.071	6.650	0.000	0.332 0.609
Organization Demographics_Z2	0.327	0.056	5.830	0.000	0.217 0.437
X#Z2	0.063	0.032	1.970	0.049	0.000 0.126
_cons	-0.025	0.071	-0.360	0.719	-0.164 0.113

Random-effects Parameters	Estimate	Std. Err.	[95% Conf. Interval]	
Identity				
Var (Brand Personality_X)	0.022	0.015	0.006	0.085
Var (_cons)	0.038	0.023	0.012	0.123
Var (Residual)	0.369	0.031	0.313	0.434
LR test vs. Linear Regression: Chibar2 (01) = 18.83 Prob >= Chibar 2 = 0.0003				
Level	ICC	Std. Err.	[95% Conf.	Interval]
University	0.094	0.052	0.030	0.255

Source: Research Data (2020)

Using Likelihood Ratio (LR) test as depicted in Table 5, organizational demographic variable positively moderated the relationship between brand personality and customer service delivery. The fixed effect component of the model was positively significant (chi-square= 193.29, p-value= 0.000) while organizational demographic variable had a significant moderate effect between brand personality and customer service delivery ($\beta = 0.063$, $Z = 1.970$, p-value = 0.049). Subsequently, at level-2, the random effect component of the model was significant when the random intercept and slope of brand personality were included unlike when organizational demographic variable was included and its interaction term. The significance value of the LR statistic was less than 0.05, indicating a significant random effect in the model (ICC = 9.4%, LR = 18.83, p-value = 0.003).

In relation to the foregoing findings, the null hypothesis was rejected and the alternative hypothesis was accepted. Consequently, the following equation was formulated from the model:

$$Y_{ij} = \gamma_0 + 0.471X_{ij} + 0.327Z_{2,ij} + 0.063X\#Z_{2,ij} + \varepsilon_{ij}$$

$$\gamma_0 = 0.03\alpha_{0j} + 0.022X_{0j} + \mu_j$$

Where;

Y_{ij} is the level of customer service delivery as perceived by student i for university j

X_{ij} is the level of brand personality as perceived by student i for university j (level-1)

$Z_{2,ij}$ is the level of organizational demographics as perceived by student i for university j (level-1)

$X\#Z_{2,ij}$ is the interaction between brand personality and organizational demographics at level-1

γ_0 is the level 2 intercept equation of customer service deliver across the universities

X_{0j} is the level of brand personality of university j (level-2)

μ_{1j} is the random error at level-2

ε_{ij} is the overall error term

5.3 Summary of Research Findings

The aim of this study was to assess the effect of organization demographics on the association between brand personality and customer service delivery. Organizational demographic variable was confirmed to positively and significantly moderating the relationship between brand personality and

customer service delivery. The results are summarized as shown in Table 6.

Table 6: Summary of Research Objective, Hypothesis and Conclusions

Objective	Hypothesis	Test Criteria	Statistic	P-value	Conclusion
To establish the effect of organization demographics on the relationship between brand personality and customer service delivery.	H ₀₃ Organization demographics has no significant moderating effect on the relationship between brand personality and customer service delivery of public universities in Kenya.	Reject H ₀ if the P-value of LR statistic is less than 0.05	L.R $\chi^2=15.022$	0.000	H ₀₃ was rejected and a conclusion drawn that organization demographics has a significant moderating effect on the relationship between brand personality and customer service delivery of public universities in Kenya.

Source: Research Data (2020)

The Implications: The findings imply that, brand personality complimented with organizational demographics can strongly enhance customer service delivery in the university context. Undermining organizational demographic aspects such as age, size and location would not only make the university to remain less competitive in terms of service delivery but would also disadvantage the universities from being the favoured brands among the local and international students. The position is supported by Dauda et al. (2010) and Waithaka (2014) who found out that organizational demographic aspects can contribute positively to customer service delivery if effectively managed. The authors identified that, organizations that recognized factors such as history, ownership, size, age and location can directly and indirectly influence brand performance.

6. DISCUSSIONS OF THE RESULTS

On evaluating the contribution of this study to managerial practice, theory and policy, it can be deduced that brand personality complimented by organizational demographics can influence customer service delivery in the university context positively. The model used in in this study fits effectively explains customer service delivery in the university context. The model provides support to the brand personality model and brand equity theory. The results of this study imply that despite direct path postulated by the brand personality model in the product sector, brand personality is equally directly linked to customer service delivery in the education service sector. The results correspond with that of Ali and Marjan (2012), Nathan (2013), Agyapong (2011) and Mutinda (2016) who found out that customer service delivery was positively

influenced by brand personality. Numerous studies have investigated the direct link between brand personality and customer service delivery but a few studies have investigated the role of organizational demographics on the relationship between brand personality and customer service delivery in the university context (Gary et al., 2018; Hong, 2016; Jin & Tong, 2015). Nevertheless, the studies have partially examined variables of this study. Beyond the ordinary link of organizational demographics and customer service delivery, this study revealed that organizational demographics positively moderates the relationship between brand personality and customer service delivery. Brand personality complimented with organizational demographics can positively enhance customer service delivery in the university context.

7. CONCLUSION

This study demonstrates that brand personality and organizational demographics can positively influence customer service delivery in the university context. Despite there is a growing body of marketing literature which examine the link between brand personality and customer service delivery, a few studies have focused on the university context attempting to examine the moderating effect of organizational demographics on the relationship between brand personality and customer service delivery. A revised brand personality was proposed, based on Aaker' (1997) model. This model emphasized that for enhanced customer service delivery in the university context, university managers should emphasize on five dimensions of brand personality; brand Sophistication, brand competence, brand sincerity, brand excitement and ruggedness. The model indicated that

customer service delivery can be enhanced by brand sophistication. Brand sophistication dimension is created by internet accessibility in the university, automation of library services, student orientation on how to use university website, usage of ICT tools by lecturers and student ability to register for units using online platforms as well as use book rooms.

Brand competence dimension is created by ability of university staff to embrace high level of professionalism during service delivery, experience and knowledge of staff, prompt information provided to students by the university staff, good interpersonal relations between staff and students and ability of lecturers to adopt multiple approaches while teaching the students. Brand sincerity dimension is actualized by the university through participatory leadership, accuracy of the information provided, adherence of the university to its promises and ability of the university to exceed student expectation in service delivery. Brand excitement is created by willingness of the students to associate themselves with the university, prompt library services, enhanced security, good leadership, proper time management by teaching and non-teaching staff, availability of entertainment facilities in the university and ability of the university to reward hardworking students. Brand ruggedness dimension is actualized by the ability of the university to offer superior academic programmes that are marketable in the labour market, ability of the university to invest in state of the art facilities such as lecture halls and hostels as well as the ability of the university to attract a large number of local and international students.

Although numerous studies have indicated a positive link between brand personality and organizational demographics on customer service delivery, limited studies have been conducted to examine the moderating effect of organizational demographics on the relationship between brand personality and customer service delivery (Matti et al., 2015 & Chin, 2016, Charraz & Muhammad, 2014 & Nashwan, 2015). The studies partially investigated the direct link of organizational demographics on the general firm performance but ignored to investigate the role of organizational demographics on the relationship between brand personality and customer service delivery in the university context. This study concluded that, age dimension was created by the ability of the university to offer a variety of academic programmes, being a role model and appealing to majority of the students as well as the capacity of the university adequate staff, facilities and a large number of students. Size dimension was actualized by the university having a large number of staff and students, adequate facilities such as lecture halls, hostels and playgrounds and location dimension when the university facilities such as hostels, lecturer hall, libraries, and playgrounds were easily accessed. Further, good road networks were equally used to measure university accessibility.

9. CONTRIBUTION TO THEORY AND POLICY

The relevancy and validity of the brand equity theory advanced by Aaker (1980) is confirmed in the university context in Kenya. It is deduced from the findings of the study that; universities can achieve more if they embrace brand equity principles when making decisions.

However, it is noted that brand equity theory is not explicitly enough to measure customer service delivery in the university context. In this regard, it is advisable for future researchers to modify or reconfigure constructs of this theory to suit from one context to another. Lack of common consensus among scholars on the specific definition of key constructs is justification for re-examination of this theory from one context to another to measure its validity. For better explanation and prediction and control of research problems, there is need for interrogation of this theory in marketing literature. Subsequently, the results demonstrate interesting insights to policy makers and more specifically the quality regulatory bodies such as CUE.

These findings will help the government to appreciate the essence of maintaining quality standards in the higher education sector by developing policies that will encourage universities to appreciate the essence of brand personality and organizational demographics towards attainment of social pillar of Kenyan's Vision 2030. The findings of this study not only demonstrate interesting insights to researchers but also inform marketing practitioners to embrace brand personality as well as compliment it with organizational demographics in order to enhance customer service delivery. Considering the constraints of operationalized organizational demographics and brand personality variables of this study on brand personality and brand equity theories, the findings of this study demonstrate that future scholars can modify or reconfigure constructs of the theories for collaboration of results.

10. CONTRIBUTION TO MARKETING MANAGEMENT PRACTICE

This study provides innovative insights to industry practitioners and more specifically university managers in appreciating that brand personality complimented with organizational demographics are key antecedents of customer service delivery in the university context. Findings of this study imply that for universities to remain globally competitive, managers should emphasize on brand personality and organizational demographics. Since brand personality and organizational demographics are initiatives determined by the management of any organization, this study concludes that actualization of customer service culture will only be realized if managers are fully committed on implementing brand personality and organizational demographics initiatives.

For enhanced customer service delivery in the university context, managers of public universities in Kenya should appreciate that a combination of brand personality and complimented by organizational demographics are critical. University managers should recognize that student perceive value towards services will be only enhance if they invest in reliable internet, automate library, teaching and hostel services. Promotion of quality culture will only be promoted if university managers recognize the need of engaging highly qualified and experienced staff. Motivation of staff through training will as well promote the spirit of service delivery to students. Creation of an enabling ground for service delivery ethos by the university managers will also enhance customer loyalty. University managers will embrace brand sincerity by formulating and implementing policies that result to

fulfilment of promises given to students as well as provision of timely information. Brand excitement will be promoted by university managers rewarding hard working students, motivating staff to offer prompt services to students and encouraging the students to participate in co-curricular activities such as sports and entertainment. To enhance student loyalty, university managers should prioritize investing in state of the art facilities, develop and implement decisions that result to addition of more employees to offer prompt services to students, develop new academic programmes that attract local and international students thus enhanced brand image.

11. RECOMMENDATIONS

Besides the academic contribution of this study, the hypothesis tested has significant implications on how brand personality and organizational demographics can be used to solve issue of customer service delivery in the university context. The study has vividly demonstrated on how university managers should measure the effect of brand personality and organizational demographics within and between the university contexts. The following recommendations are advanced: (1) that the findings of this study will provide university managers with insights on the nature of the role of organizational demographics in the relationship between brand personality in relation to overall customer service delivery in the university context; (2) that the empirical studies can aid university managers appreciate the need of realigning brand personality and organizational demographic initiatives in the overall customer service delivery guidelines to improve the overall performance of the university; and (3) that university managers should jointly use

brand personality and organizational demographic aspects such as age, size and location to enhance customer service delivery. Even though a few studies have been undertaken by researchers to establish the moderating role of organizational demographics on the relationship between brand personality and customer service delivery in the university context, this study recommends that scholars, researchers and practitioners should consider to undertake research on brand management and more especially on brand personality in order to advance robust models which can lay a solid foundation on application and practice in the field and marketing management.

12. LIMITATIONS AND FUTURE RESEARCH OPPORTUNITIES

Examining role of organizational demographics on the relationship between brand personality and customer service delivery in the university setting was considered to limit findings of this study due to constraints of operationalizing and conceptualizing brand personality and organizational demographics metrics. This study recommends operationalization and conceptualization of brand personality and organizational demographics variable using different theories and indicators for consistency of results. Assessment of brand personality, organizational demographics and customer service delivery variables using cross-sectional research design was a limitation of this study. Confining this study to pure education services was a limitation of this study. However, it is important for future researchers to replicate this study in examining supplementary services to confirm similarity or dissimilarity of the findings.

Future researchers should also seek to widen the scope of respondents by including postgraduate students of public universities. Whilst, researchers should also reconsider conducting a comparative study to assess the extent of adoption of brand personality practices between public and private universities in Kenya as well as in other countries. Considering the fact that this study was limited to public universities which tend to have homogenous features, researchers should also seek to conduct comparative studies between public and private universities to confirm convergence or divergence of the results. Given that organizations cannot monitor organizational demographics on customer service delivery within a short period of time, a longitudinal research design is recommended to assess the long-term influence of on organizational demographics customer service deliver. Considering the fact that this study adopted mixed effect modelling which emphasize on analysis of data using a multi-level approach, future studies should seek to adopt robust data analysis approaches such as structural equation model to ascertain convergence or divergence of the results.

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