

THE RELATIONSHIP BETWEEN PERSONAL BRANDING AND CAREER SUCCESS: A CASE OF EMPLOYEES AT GEOHERMAL DEVELOPMENT COMPANY IN KENYA

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Abstract

Today's competitive society has made it increasingly difficult for individuals to distinguish themselves from competitors. Personal branding as an important tool for professionals helps define their strongest attributes and sell themselves to companies. Indeed brand identity is relevant not just for companies, but for individuals as well. This study investigates personal branding as it relates to the furtherance of career success of employees at the workplace. Little empirical evidence exists on personal branding at the workplace in Kenya. This study therefore sought to address this gap by establishing the effect of personal branding on career success of employees at Geothermal Development Company in Kenya. The study adopted a cross sectional survey design with GDC employees as the target population. A survey instrument developed around five personal branding tactics of self-promotion, ingratiation, exemplification, supplication and intimidation was used. A representative sample of 278 respondents from a population of 983GDC employees was determined using both proportional and random sampling techniques. Multiple linear regression analysis was used to establish the relationship between personal branding tactics and career success with Chi square test used to determine personal branding differences among respondents. The results show that respondents consider personal branding important and that there exist differences between male and female respondents on the importance of personal branding. Whereas most females strongly agreed on

its importance, most male respondents agreed it was important. Only self-promotion tactic was found to have a positive and significant association with career success. All the four likert scale items on this construct had mean response scores > 3.00 indicating a tendency toward favourable responses. The highly rated item being, I let others know that I am valuable to the organization. Generally, respondents viewed their context on this construct as being favourable with an overall mean response score of 3.4. Implication being employees applied self-promotion as a strategy for career success.

Keywords: Personal Branding, Career Success, Self-promotion, Ingratiation, Exemplification, Supplication. Intimidation

INTRODUCTION

Personal branding has become an essential part of entrepreneurship. It is indeed a global phenomenon that has become increasingly important to all professionals (Schawbel, 2015). Ghodeswar (2008) describes a brand as a distinguishing name or symbol, such as a logo, trademark, or package design intended to identify goods or service and to differentiate them from the competitor. Today the meaning of brand goes beyond just being an identifier to a promise of value as noted by (Dolak, 2008). Kaputa (2003) goes to refer to branding as the image created in the minds of people when you think of a name, a product or a person.

Schawbel (2015) posit that it is critical for individuals to cultivate their personal brands to enjoy professional success. He further adds that individuals' personal brands will influence how successful they become when selling their professional capabilities therefore becoming an advantage in the recruiting process and enhancing an individual's potential of standing out. Whitmore (2015) adds that personal brands affect business reputations as much as they do professional careers since professionals will think of individuals first whenever new business opportunities arise. By having a strong brand therefore an individual can communicate and promote unique values to current or future employers thereby increasing chances of career progression (Horton, 2011).

Lately, personal development has become an industry with increasing focus on applying the same fundamental principles for marketing and branding products and corporations, as for marketing and branding individuals (Shepherd, 2005). Today branding is not just confined to companies, celebrities or athletes, individuals too can and should take advantage of it (Kaputa, 2003). It is however important to note that besides identity which brands help to differentiate among products/persons, ideally the brand you have is the identity or reputation you have chosen yourself. It is the way you want to be perceived, experienced and appreciated by others

(Wee et al., 2010). Personal branding therefore is a strategic process that intentionally takes control of how others perceive you and how you manage those perceptions (Montoya et al., 2002). An understanding of these dynamics is therefore important since it will help individuals gain vital relationships and make winning impressions on prospects, customers and potential employers besides having a bearing on consideration for jobs or other opportunities (Elmore, 2010).

Problem Statement

Today's marketplace is increasingly becoming competitive and professionals are struggling to stand out from their peers. Professionals who will stand out for what they do are likely to benefit immensely. By creating and preserving personal brands, individuals have the capability to use their unique qualities and skills to essentially market and position themselves thereby giving themselves a valid distinction from competition besides advancing their careers. It is not however established how GDC employees perceive personal branding as a career growth determinant and which personal branding strategies are applied by employees for career success. This study seeks to determine this gap by exploring the relationship between personal branding and career success of employees at Geothermal Development Company in Kenya.

Research Objective

The main objective of the study is to determine the relationship between personal branding and career success of employees at Geothermal Development Company in Kenya.

Specific Objective

- (a) To determine the importance of personal branding among GDC employees.
- (b) To determine personal branding tactics used by GDC employee for career success.

Hypotheses

- H1: Employees do not consider personal branding significant.
- H2: Employees do not employ personal branding tactics for career success.

Significance and Justification of the Study

Studying the creation and development of personal brands, one can use the information gathered to control their target audience's perception of their personal brand. While controlling their own personal brand, individuals have the power to create desirable images and channel them to their publics. A public's perception of a personal brand is ultimately how a personal

brand is defined and this apprehension of the brand can be used in future career success. Therefore, establishment of strategies and tactics used to create and maintain personal brands, will benefit professionals that want to maintain a certain image to their target audiences and help them further their career success.

Scope and Limitation of the Study

The study confined itself to employees at the Geothermal Development Company in Kenya. GDC was selected due to its uniqueness as the only company in the energy sector in Kenya harnessing geothermal energy. Factors to be considered will include self-promotion, ingratiation, exemplification, supplication and intimidation. Generalizability of results should be done with caution since the study will consider employees at GDC as the target population.

LITERATURE REVIEW

Defining a Personal Brand

As defined by (Labrecque et al., 2011), personal branding entails capturing and promoting an individual's strengths and uniqueness to a target audience. It is the perception others have of the person (Vitberg, 2010). In other words, personal brand could be seen as an image one has managed to create and express of him or herself. A personal brand therefore helps individuals to stand out and to communicate to others what makes them special (Chen, 2013).

Personal Branding

Personal branding is a well demarcated procedure through which individuals try to power the descriptions and opinions, which people perceive about them (Rosenfeld et al., 1995). According to Hearn (2008), success is dependent, not just upon specific skills or motivation, but on the glossy packaging of oneself and the unrelenting pursuit of attention. He further adds that an improved self is not just a pleasant outcome of fulfilling work within a corporate setting, but is explicitly defined as a promotional vehicle designed to sell and one that anticipates the desires of a target market. Indeed this is supported by (Shepherd, 2005) who suggests that in this modern world visibility is one of the basic principles of personal branding and an essential aspect for success. Reunes (2013) views personal branding as not just about selling oneself. In fact he suggests that a product/person which is heavily promoted and marketed still has to rely on a good and qualitative basis because the damage brought to its reputation will be severe when consumers discover that the product does not cater to their needs. This view is supported by (Morgan, 2011) who adds that a personal brand must highlight ones special strengths without being too self-promotional. It should be far more about substance than appearance

though still communicating that one is a positive fit with the company culture (Morgan, 2011). Promoting yourself and seeing yourself as a brand is the core principle of personal branding. It is not an activity which is done spontaneously or when you want to achieve something specific but is actually a way of life. According to (Wee et al., 2010), personal branding means projecting a consistently distinctive personality in all one's interactions and that personal branding tactics are therefore effectively promotional techniques. Jones et al. (1982) posit that care should be taken when applying impression management schemes as it also involves the danger possibility that this would be observed destructively on behalf of each anticipated outcome.

Individuals engaging in the self-promotion techniques seek to create an impression of competence (Turnley et al., 2001). This strategy, allows individuals to play up their abilities and accomplishments because they want target audiences to see them as competent (Jones et al., 1982). Users of this strategy will give positive performance accounts of themselves by trying to get people to think they are capable, intelligent, or talented. This strategy however often entails significant risks to the user, as target audiences may either discount the claims or simply view such individuals as conceited and arrogant rather than as competent and accomplished (Sosik et al., 2003).

The ingratiation technique on the other hand is a strategy to brand someone as more attractive and likeable to others. The goal is to get the others to like you. It is used when individuals want to construct an identity of being likeable (Jones, 1990). The idea being people tend to like those who agree with them, say good things about them, and do favors for them. It is however important to note that ingratiation can be accomplished through imitation, flattery, doing favors for others, and displaying positive personal characteristics (Jones, 1990). Indeed individuals can encourage positive feelings with their audiences through such communicative activities as agreement, flattery, compliments, compassion, and reciprocity (Gardner et al., 1998). Successful use of ingratiation helps increase feelings of familiarity by audiences, encourages reciprocity and can actually be a binding and unifying force (Rosenfeld et al. 1995). Ingratiation can backfire if it is too blatant. If the target audience knows you are trying to manipulate them, they may come to distrust or dislike you. Rosenfeld et al. (1995) warn that ingratiation is not a prescriptive solution for achieving likeability, rather it requires certain deftness on the part of the individual, or else he or she may appear manipulative and insincere. However, most people want to believe they are likable and are liked by others and are therefore disinclined to believe that a show of admiration or affection from others is inauthentic or derives from an ulterior motive (Jones et al., 1973). For this reason, ingratiation if used subtly is often a highly successful tactic.

With exemplification strategies, persons will attempt to create an identity of dedication, sacrifice, commitment, moral worthiness, reliability, selflessness, and integrity (Jones, 1990). Individuals employing this strategy try to appear as if they are willing to suffer for a cause. They attempt to create the impression that they are morally superior, virtuous, or righteous. This is usually portrayed by exaggerating the degree to which one has suffered poor treatment at the hands of others or even endured excessive hardships. Rosenfeld et al. (1995) explain that exemplifiers try to influence and control through inducing guilt or attributions of virtue. However, individuals who regularly engage in exemplification risk being perceived as hypocritical by others (Jones, 1990). Jones (1990) advises individuals keen on using this strategy to find relevant contexts where it makes sense to demonstrate exemplary actions.

In supplication, individuals attempt to gain sympathy from their target by disclosing shortcomings. They undervalue themselves through modesty, they publicly exaggerate their weaknesses, deficiencies, incompetence and frailties and often behaving humbly in a bid to get what they want. Rosenfeld et al. (1995) describe it as the art of looking incompetent for the greater gain without permanently damaging one's reputation. According to (Jones, 1990), individuals using this tactic will call attention to their weaknesses in hopes that rules governing superior-subordinate relationships will obligate others to feel more kindly and forgiving toward them. Jones (1990) cautions that this tactic is most effective when there is some chance of reciprocity; otherwise it may discourage potential benefactors from offering support. Rosenfeld et al., (1995) add that users of this strategy run the risk of appearing incompetent.

Intimidation is a strategy used to construct an identity of authority. Individuals employing this tactic want to project attributes of danger and elicit fearful respect from their audiences (Jones, 1990). Rosenfeld et al. (1995) however opine that individuals employing this strategy run the risk of believing that their actions are liked and accepted when in fact they are loathed and detested. Jones (1990) posits that while individuals employing this strategy may get their way by projecting a capacity and being viewed as tough, powerful, or ruthless, they rarely become endearing in the process.

Career Success

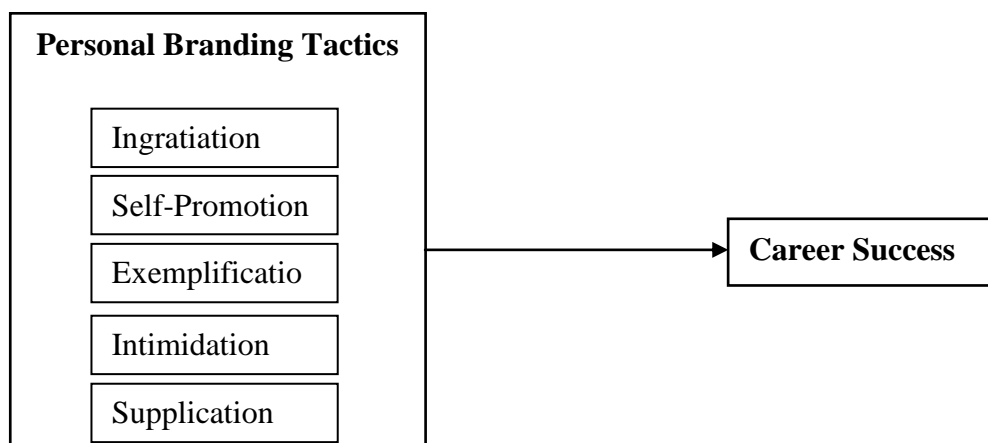
Mirvis et al. (1994) defined career success as an individual's experience of achieving goals that are personally meaningful. The accumulation of achievements arising from these work experiences therefore is career success (Judge et al., 1995). Career success has both objective and subjective components (Breland et al., 2007). Objective career success includes lateral factors such as increased job security, longer vacations while hierarchical factors includes components such as promotion and different job title (Nabi, 1999). According to (Judge et al.,

1995), career success results from achieving objective career success. Gattiker et al. (1986) add that it is more of an internal perspective that refers to an individual's own disposition for development in a chosen occupation or profession. According to (Hall et al., 2005) as a result of the dynamism at the work place individuals are expected to self-manage their own careers for success. Indeed an individuals' career progression is ultimately their responsibility (De Vos et al., 2013). There exist empirical findings to the effect that personal branding tactics can have an impact on an individual career success (Bolino et al., 2003). Career management promotes individuals' perceptions of control over their careers, which subsequently leads to career success (Raabe et al., 2007). Given career self-management is related to individuals' proactive behaviors and self-control (Raabe et al., 2007), individual's proactive personality and self-control are the indicators of career success (Prabhu, 2013). Proactive employees therefore are likely to engage in improvement opportunities and innovative behaviors that are significantly related to career success (Owens, 2009).

Conceptual Framework

Personal branding entails capturing and promoting an individual's strengths and uniqueness to a target audience. The focus in the conceptual framework is on five dimensions which are self-promotion, supplication, exemplification, ingratiation and intimidation. This study focuses on the best practices to create and manage a professional self-image in order to achieve career success. In the conceptual framework, independent variables of self-promotion, supplication, exemplification, ingratiation and intimidation will have an effect on the dependent variable career success. Individuals will try and use these strategies for career progression.

Figure 1: Conceptual Framework



RESEARCH METHODOLOGY

Research Design

Cross sectional research design was adopted in determining personal branding dimensions that have an effect on career success among employees at Geothermal Development Company in Kenya.

Population

In this study the target population will be composed of all employees at Geothermal Development Company in Kenya estimated at 983 as summarized in appendix II.

Sample Design

In this survey, the sampling frame consisted of GDC employees. Krejcie et al., (1970) approach on determination of sample size was used to determine the number of employees who formed the sample size of 278 respondents. This method is commonly used to estimate sample size in research (Chua et. al., 2006) and is ideal for a defined finite population (Hashim, 2010). Both proportional and random sampling techniques were used to select a total of 278 respondents.

Data Collection Instrument

A closed ended survey questionnaire administered by research assistants was used to collect primary data. Personal branding tactics were measured by a scale taken from Bolino et al., (1999), based on the classification system proposed by Jones et al., (1982). The taxonomy in the questionnaire included self-promotion, supplication, exemplification, ingratiation and intimidation. Career success was measured using the scale adapted from Gattiker et al., (1986) 8 – item job success dimensions. All Likert scale items for variables considered were measured on a 5-point Likert scale (from 1=strongly disagree to 5=strongly agree).

Reliability Test

Cronbach's (1951) alpha coefficient was used as a quality indicator of the scale items. The reliability coefficient for the 31 items in the data collection instrument was found to be 0.863 which is within the minimum acceptable threshold of 0.70 as recommended (Hair et al., 2006).

Data Analysis Approach

Testing Assumptions of Multivariate Analyses

Statistical assumptions of normality were checked using the numerical approach to ensure that all variables were normally distributed (Park, 2008). Skewness and kurtosis critical ratios

($Z_{\text{Skewness}} = \text{Skewness Statistic} / \text{Standard Error}$ and $Z_{\text{Kurtosis}} = \text{Kurtosis Statistic} / \text{Standard Error}$) for each scale variable were computed (Tabachnick et al., 2007). Absolute Zscore values greater than 1.96 at $p < 0.05$ were significant and indicated substantial departure from normality (Ghasemi, et al., 2012). Non-normal variables were transformed and critical ratios further reassessed.

Inferential Analysis

In determining the significance of personal branding among employees a chi square test was undertaken. A p – value < 0.05 was considered significant. Multiple linear regression analysis was undertaken to determine the relationship between personal branding and career success. First, the goodness of fit results were examined with the coefficient of determination R^2 representing the degree of explanation of the dependent variable by the predictors. This was followed by an assessment of the overall model by examining the F-ratio in the ANOVA results. A p – value < 0.05 meant that the model was statistically significant (Haynes, 2010). Beta coefficients, t – values and p – values of each of the predictor variables were examined for their statistical significance. A predictor with a p – value < 0.05 was considered statistically significant.

STUDY RESULTS

Descriptive Statistics Results on Study Variables

This section presents results on descriptive statistics of all variables in the study. The study targeted 278 GDC employees. Of the 278 questionnaires administered, 176 were collected accounting for 63.3 percent response rate. Included are results on personal branding, self-promotion, supplication, exemplification, ingratiation and intimidation and career success.

Importance of Personal Branding

In measuring this factor one likert scale item was used. Respondents rated on a 5 point likert scale their degree of agreement with the statement provided. The results are presented in Table 1 below.

Table 1: Importance of Personal Branding

Scale Item	SD	D	U	A	SA	Mean	Std. Deviation
Personal branding is important	3.39	11.86	5.08	47.46	32.20	3.93	1.076

The overall mean response score of 3.93 was > 3.00 indicating a tendency toward a favourable response. Generally, respondents viewed their context as being favourable with 79.66% of them in agreement, 15.25% of respondents did not agree while 5.08% were undecided.

Self Promotion

In measuring this factor four likert scale items were used to determine the influence of self-promotion on career success. Respondents rated on a 5 point likert scale their degree of agreement with statements provided. The results are presented in Table 2 below.

Table 2: Self Promotion

Scale Item	SD	D	U	A	SA	Mean	Std. Deviation
I talk proudly about my experience or education	11.86	22.03	5.93	43.22	16.95	3.31	1.312
I make people aware of my talents or qualifications	8.47	21.19	11.86	48.31	10.17	3.31	1.166
I let others know that I am valuable to the organization	9.32	15.25	17.80	42.37	15.25	3.39	1.191
I make people aware of your accomplishments	8.47	19.49	11.86	45.76	14.41	3.38	1.198
Overall Mean						3.35	

All the likert scale items had a mean response score > 3.00 indicating a tendency toward favourable responses. The highly rated item was "I let others know that I am valuable to the organization" with a mean response score of 3.39 with 57.62% of respondents in agreement. 24.57% of respondents did not agree while 17.80 were undecided. Generally, respondents viewed their context as being favourable with an overall mean response score of 3.4.

Ingratiation

In measuring this factor four likert scale items were used to determine the influence of ingratiation. Respondents were asked to rate on a 5 point likert scale the influence of ingratiation on career success by indicating the extent to which they agreed or disagreed with statements provided. Results are presented in Table 3.

Table 3: Ingratiation

Scale Item	SD	D	U	A	SA	Mean	Std. Deviation
I compliment my colleagues so they will see me as likeable	16.95	33.90	20.34	21.19	7.63	2.69	1.203
I take an interest in my colleagues personal lives to show them that I'm friendly	22.03	37.29	16.10	19.49	5.08	2.48	1.182
I praise my colleagues for their accomplishments so that they will consider me a nice person	17.80	41.53	16.95	16.95	6.78	2.53	1.167
I do personal favours for my colleagues to show them that I'm a friendly person	32.20	30.51	16.10	18.64	2.54	2.29	1.177
Overall Mean						2.50	

All the likert scale items had a mean response score < 3.00 indicating a tendency toward unfavourable responses. The highly rated item was “I compliment my colleagues so they will see me as likeable” with a mean response score of 2.69 with 28.82% of respondents in agreement. 50.85% of respondents did not agree while 20.34% were undecided. Generally, respondents viewed their context as being unfavourable with a mean response score of 2.50. The implication being respondents did not favour ingratiation as a strategy to influence career success.

Exemplification

In measuring this factor four likert scale items were used to determine the influence of exemplification. The respondents were asked to rate on a 5 point likert scale the influence of exemplification on career success by indicating the extent to which they agreed or disagreed with statements provided.

Results presented in Table 4 below show that all the likert scale items had a mean response score < 3.00 indicating a tendency toward unfavourable responses. The highly rated item was “I arrive at work early to look dedicated” with a mean response score of 2.25 with 22.80% of respondents in agreement. 67.00% of respondents did not agree while 10.20% were undecided. Generally, respondents viewed their context as being unfavourable with a mean response score of 1.92. The implication being respondents did not favour exemplification as a tactic to influence career success.

Table 4: Exemplification

Scale Item	SD	D	U	A	SA	Mean	Std. Deviation
I stay late at work so people will know I'm hard working	45.8	44.1	5.1	2.5	2.5	1.72	.876
I try to appear busy even at times when things appear slower	38.1	36.4	13.6	7.6	4.2	2.03	1.101
I arrive at work early to look dedicated	35.6	31.4	10.2	18.6	4.2	2.25	1.240
I come to the office at night or weekends to show that I'm dedicated	55.1	31.4	9.3	.8	3.4	1.66	.936
Overall Mean						1.92	

Intimidation

In measuring this factor four likert scale items were used to determine the influence of intimidation. The respondents were asked to rate on a 5 point likert scale the influence of intimidation on career success by indicating the extent to which they agreed or disagreed with statements provided.

Results presented in Table 5 below show that all the likert scale items had a mean response score < 3.00 indicating a tendency toward unfavourable responses. The highly rated item was "I deal strongly or aggressively with colleagues who interfere with my business" with a mean response score of 2.07 with 18.70% of respondents in agreement. 75.40% of respondents did not agree while 5.90% were undecided. Generally, respondents viewed their context as being unfavourable with a mean response score of 1.79. The implication being respondents did not favour intimidation as a strategy to influence career success.

Table 5: Intimidation

Scale Item	SD	D	U	A	SA	Mean	Std. Deviation
I intimidate colleagues when it will help my job done	61.9	23.7	9.3	3.4	1.7	1.59	.917
I let others know I can make things difficult for them if they push me too far	52.5	32.2	3.4	8.5	3.4	1.78	1.079
I deal forcefully with colleagues when they hamper my ability to get my job done	47.5	39.0	5.9	5.1	2.5	1.76	.958
I deal strongly or aggressively with colleagues who interfere with my business	39.0	36.4	5.9	16.1	2.5	2.07	1.153
I use intimidation to get colleagues to behave appropriately	50.0	37.3	2.5	8.5	1.7	1.75	.980
Overall Mean						1.79	

Supplication

In measuring this factor four likert scale items were used to determine the influence of supplication. The respondents were asked to rate on a 5 point likert scale the influence of supplication on career success by indicating the extent to which they agreed or disagreed with statements provided. Results are presented in Table 6 below.

Table 6: Supplication

Scale Item	SD	D	U	A	SA	Mean	Std. Deviation
I act like I know less than I do so people will help me out	28.8	52.5	10.2	5.1	3.4	2.02	.952
I try to gain assistance or sympathy from people by appearing needy in some areas	43.2	39.8	7.6	6.8	2.5	1.86	.998
I pretend not to understand something to gain someone's help	44.1	40.7	4.2	8.5	2.5	1.85	1.018
I act like I need assistance so people will help me out	47.5	39.0	9.3	2.5	1.7	1.72	.866
I pretend to know less than I do so I can avoid unpleasant assignments.	50.0	33.1	8.5	6.8	1.7	1.77	.982
Overall Mean						1.84	

All the likert scale items had a mean response score < 3.00 indicating a tendency toward unfavourable responses. The highly rated item was “I act like I know less than I do so people will help me out” with a mean response score of 2.02 with 8.50% of respondents in agreement. 81.30% of respondents did not agree while 10.20% were undecided. Generally, respondents viewed their context as being unfavourable with a mean response score of 1.84. The implication being respondents did not favour supplication as a tactic to influence career success.

Career Success

In measuring this factor eight likert scale items were used. Respondents were asked to rate on a 5 point likert scale the extent to which they agreed or disagreed with statements provided on career success. Results are presented in Table 7.

Table 7: Career Success

Scale Item	SD	D	U	A	SA	Mean	Std. Deviation
I am receiving positive feedback about my performance from all quarters.	6.8	19.5	25.4	41.5	6.8	3.22	1.055
I am offered opportunities for further education	16.1	42.4	13.6	23.7	4.2	2.58	1.143
I have enough responsibility on my job.	5.9	16.9	19.5	46.6	11.0	3.40	1.079
I am fully backed by my supervisors in my work.	11.0	14.4	16.1	46.6	11.9	3.34	1.193
I am in a job which offers me the chance to learn new skills.	11.9	12.7	15.3	42.4	17.8	3.42	1.256
I am most happy when I am at work.	9.3	16.9	22.9	37.3	13.6	3.29	1.177
I am dedicated to my work.	2.5	6.8	11.9	46.6	32.2	3.99	.974
I am in a position to do mostly work which I really like.	7.6	14.4	21.2	42.4	14.4	3.42	1.135
Overall Mean						3.33	

With the exception of one item “I am offered opportunities for further education”, all the likert scale items had a mean response score > 3.00 indicating a tendency toward favourable responses. The highly rated item was “I am dedicated to my work.” with a mean response score of 3.99 with 36.19% of respondents in agreement. 9.30% of respondents did not agree while 46.60% were undecided. Generally, respondents viewed their context as being favourable with a mean response score of 3.33.

Hypothesis Test Results for the Importance of Personal Branding

Results in Table 8 below show that 66.9% of respondents were male while 33.1% were female. Most female respondents 51.3% strongly agreed (SA) that personal branding was important. Majority of male respondents 53.2% agreed (A) that personal branding was important. Of all the respondents who said they agreed (A) on the importance of personal branding 75% were male while 25% were female. Those who said they strongly agreed (SA) on the importance of personal branding, 52.6% were female while 47.4% were male.

Table 8: Importance of Personal Branding

			Gender		Total
			Male	Female	
Importance of Personal Branding	SD	Count	3	1	4
		% within IPB	75.0%	25.0%	100.0%
		% within Gen	3.8%	2.6%	3.4%
		% of Total	2.5%	0.8%	3.4%
	D	Count	11	3	14
		% within IPB	78.6%	21.4%	100.0%
		% within Gen	13.9%	7.7%	11.9%
		% of Total	9.3%	2.5%	11.9%
	U	Count	5	1	6
		% within IPB	83.3%	16.7%	100.0%
		% within Gen	6.3%	2.6%	5.1%
		% of Total	4.2%	0.8%	5.1%
	A	Count	42	14	56
		% within IPB	75.0%	25.0%	100.0%
		% within Gen	53.2%	35.9%	47.5%
		% of Total	35.6%	11.9%	47.5%
	SA	Count	18	20	38
		% within IPB	47.4%	52.6%	100.0%
		% within Gen	22.8%	51.3%	32.2%
		% of Total	15.3%	16.9%	32.2%
Total	Count	79	39	118	
	% within IPB	66.9%	33.1%	100.0%	
	% within Gen	100.0%	100.0%	100.0%	
	% of Total	66.9%	33.1%	100.0%	

The $\chi^2 (4) = 9.924$, $p = .042$ shows a statistically significant association between Gender and Importance of Personal Branding. There is therefore a significant difference between males and females on the importance of personal branding. Results are presented below in Table 9.

Table 9: Chi-Square Tests Results

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.924 ^a	4	.042
Likelihood Ratio	9.742	4	.045
Linear-by-Linear Association	5.289	1	.021
N of Valid Cases	176		

The strength of association ($\phi = .290$, $p = 0.042$) between gender and importance of personal branding is weak, positive but significant. Results are presented below in Table 10.

Table 10: Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.290	.042
	Cramer's V	.290	.042
N of Valid Cases		176	

Hypothesis Test Results for Personal Branding Tactics Used by GDC Employee for Career Success

Normality Assumption Tests

Results for skewness showed that with the exception of Ingratiation ($|Z_{\text{skewness}}| = |1.396| < 1.96$), all the other variables; Self-promotion ($|Z_{\text{skewness}}| = |-2.573| > 1.96$), Exemplification ($|Z_{\text{skewness}}| = |5.453| > 1.96$), Intimidation ($|Z_{\text{skewness}}| = |6.088| > 1.96$), Supplication ($|Z_{\text{skewness}}| = |5.855| > 1.96$), and Career Success ($|Z_{\text{skewness}}| = |-2.460| > 1.96$), had their absolute Zscore values greater than 1.96 and therefore were considered to have deviated from normality. Kurtosis results showed Self-promotion ($|Z_{\text{kurtosis}}| = |-0.999| < 1.96$), Ingratiation ($|Z_{\text{kurtosis}}| = |-1.473| < 1.96$) and Career Success ($|Z_{\text{kurtosis}}| = |0.768| < 1.96$) to have an absolute Zscore values less than 1.96 and was therefore considered normal. Exemplification ($|Z_{\text{kurtosis}}| = |4.229| > 1.96$), Intimidation ($|Z_{\text{kurtosis}}| = |5.077| > 1.96$) and Supplication ($|Z_{\text{kurtosis}}| = |4.564| > 1.96$) had Zscore values greater than 1.96 and therefore departed from normality. The skewness (Z_{skewness}) and kurtosis (Z_{kurtosis}) statistic values for the various variables before transformation are presented below in Table 11.

Table 11: Normality Distribution for Variables before Transformation

Variable	Skewness Statistic	SE	Statistic/SE	Kurtosis Statistic	SE	Statistic/SE
Self Promotion	-.573	.223	-2.573	-.441	.442	-0.999
Ingratiation	.311	.223	1.396	-.651	.442	-1.473
Exemplification	1.214	.223	5.453	1.869	.442	4.229
Intimidation	1.356	.223	6.088	2.244	.442	5.077
Supplication	1.304	.223	5.855	2.017	.442	4.564
Career Success	-.799	.223	-3.588	.339	.442	0.768

Non-normal variables were transformed using the logarithmic transformation. All had their absolute Zscores < 1.96 with the exception of Career Success (CS_RLog) which significantly reduced its Zscore. Self-Promotion (SP_RLog) had a skewness of ($|Z_{\text{skewness}}| = |-0.942| < 1.96$) and kurtosis value of ($|Z_{\text{kurtosis}}| = |-0.942| < 1.96$), Exemplification (Exe_Log) had a skewness of ($|Z_{\text{skewness}}| = |-0.942| < 1.96$) and Kurtosis value of ($|Z_{\text{kurtosis}}| = |-0.942| < 1.96$), Intimidation

(Int_Log) had a skewness of ($|Z_{\text{skewness}}| = |-0.942| < 1.96$) and a kurtosis value of ($|Z_{\text{kurtosis}}| = |-0.942| < 1.96$), Supplication (Sup_Log) had a skewness of ($|Z_{\text{skewness}}| = |-0.942| < 1.96$), and a Kurtosis vales of ($|Z_{\text{kurtosis}}| = |-0.942| < 1.96$).Results for the transformed variables are presented below in Table 12.

Table 12: Normality Distribution for Variables after Transformation

Variable	Skewness Statistic	SE	Statistic/SE	Kurtosis Statistic	SE	Statistic/SE
SP_RLog	-.402	.228	-1.758	-.381	.453	-0.84082
Exe_Log	.223	.223	1.001	-.806	.442	-1.82503
Int_Log	.378	.223	1.698	-.622	.442	-1.40781
Sup_Log	.354	.223	1.592	-.678	.442	-1.53476
CS_RLog	-.645	.223	-2.896	1.479	.442	3.347427

Linearity Assumption Tests

Pearson's correlation coefficients results indicated a moderate but significant positive correlation between self-promotion (SP_RLog) $r = 0.381$ and career success (CS_RLog), a weak positive correlations between ingratiation (Ing) $r = 0.174$ and career success (CS_RLog), and a weak but significant negative correlation between intimidation (Int_Log) $r = -0.246$ and career success (CS_RLog), and a weak negative correlation between exemplification (Exe_Log) $r = -0.059$, supplication (Sup_Log) $r = -0.159$ and career success (CS_RLog). The absolute significant correlation index ranged between 0.059 and 0.381. The results were supported for further analysis by virtue of some independent variables having a significant association with the dependent variable. Results are presented below in Table 13.

Table 13: Correlation Coefficients between Personal Branding Tactics and Career Success

	CS_RLog	SP_RLog	Ing	Exe_Log	Int_Log	Sup_Log
CS_RLog	1	.381**	.174	-.059	-.246**	-.159
SP_RLog	.381**	1	.424**	.102	-.121	-.123
Ing	.174	.424**	1	.428**	.171	.190*
Exe_Log	-.059	.102	.428**	1	.528**	.458**
Int_Log	-.246**	-.121	.171	.528**	1	.566**
Sup_Log	-.159	-.123	.190*	.458**	.566**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Regression Results

A multiple linear regression analysis was undertaken to establish the relationship between career success and each of the personal branding factors of ingratiation, self-promotion, exemplification, intimidation, and supplication. An estimation of variable coefficients was done and significance determined. The theorized model specified to analyze the relationship between personal branding and career success was specified as:

$$CS_RLog = \beta_0 + \beta_1 Ing + \beta_2 SP_RLog + \beta_3 Exe_Log + \beta_4 Int_Log + \beta_5 Sup_Log + e \text{ ---- (Eq - 1)}$$

Where; CS_RLog– Career Success, Ing – Ingratiation, SP_RLog – Self Promotion, Exe_Log – Exemplification, Int_Log – Intimidation, Sup_Log – Supplication, β_0 – the intercept, ($\beta_1, \beta_2, \beta_3, \beta_4$)– Estimated parameters and e – the error term.

The goodness of fit test was first assessed to determine how much of Career Success (CS_RLog) is explained by personal branding tactics. The results as presented in Table 14 below showed that 19.0% of the variance ($R^2 = 0.190$) in Career Success (CS_RLog) was explained by personal branding tactics.

Table 14: Variance in Career Success

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.436 ^a	.190	.154	.670

The low value of variance explained could be attributed to the fact that there could be other factors/tactics not under consideration that can affect Career Success (CS_RLog). It has been argued before that inclusion of additional predictors in a regression model with few predictors increase the R^2 value (Frost, 2014). However, given that R^2 is only an indicator of the completeness of the regression model (Haynes, 2010) we proceed to assess the significance of the overall model.

The significance of the overall model was assessed by evaluating the p – value of the F – ratio in the ANOVA analysis. The overall regression model was a significant fit to the data since the p – value = $0.001 < 0.05$. Personal branding tactics were therefore significant predictors of Career Success (CS_RLog). The predication model yielded $F_{5,170} = 5.232$, $p < 0.001$. Study findings are presented in Table 15 below.

Table 15: Significance of the Career Success model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.198	5	2.440	5.232	.000 ^b
	Residual	79.266	170	.466		
	Total	91.464	175			

Having assessed the significance of the overall model, personal branding tactics were subsequently assessed for significance. Study findings as presented in Table 16 below suggest that Self Promotion – SP_RLog($\beta = 0.222$, $p < 0.001$) was statistically significant and had a positive association with career success. Ing – Ingratiation ($\beta = 0.062$, $p > 0.05$); Exe_Log– Exemplification ($\beta = -0.009$, $p > 0.05$); Int_Log – Intimidation ($\beta = -0.189$, $p > 0.05$) and Sup_Log– Supplication ($\beta = -0.010$, $p > 0.05$) were not statistically significant. The VIF ratios for all variables under consideration were less than 4 suggesting absence of multicollinearity (Pan et al., 2008).

Table 16: Significant of Personal Branding

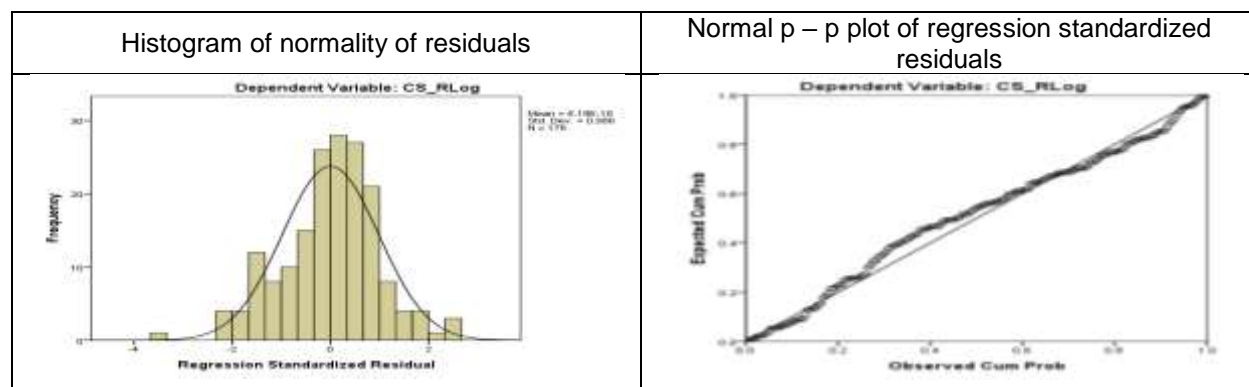
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.805	.279		10.053	.000	
	SP_RLog	.222	.067	.321	3.303	.001	.766
	Ing	.062	.080	.081	.778	.438	.666
	Exe_Log	-.009	.092	-.011	-.101	.920	.579
	Int_Log	-.189	.101	-.209	-1.868	.064	.577
	Sup_Log	-.010	.094	-.011	-.101	.920	.631

The prediction model as presented below based on the unstandardized beta coefficients was statistically significant, $F_{5,170} = 5.232$, $p < 0.001$, and accounted for approximately 19.0% of the variance in CS_RLog ($R^2 = 0.190$, Adjusted $R^2 = 0.154$). Career Success (CS_RLog) was therefore primarily predicted by Self Promotion (SP_RLog).

$$CS_RLog = 2.805 + 0.222SP_RLog \text{-----} (Eq- 2)$$

Finally an assessment of the residuals histogram and the normal p – p plot of the final prediction model showed a normal distribution of residuals. The normality of residuals assumption was therefore satisfied. Results are presented below in Figure 2.

Figure 2: Normality of Residuals and the Normal p – p plot of the Career Success Model



SUMMARY OF FINDINGS

The study sought to establish the importance of personal branding among respondents and investigated the relationship between personal branding tactics of self-promotion, ingratiation, exemplification, intimidation and supplication and career success. The results show that respondents consider personal branding important and that there are differences between male and female respondents. Whereas most females strongly agreed on its importance, most male respondents agreed it was important. Only self-promotion tactic was found to have a positive and significant association with career success. All the four likert scale items on this construct had mean response scores > 3.00 indicating a tendency toward favourable responses. The highly rated item being, I let others know that I am valuable to the organization. Generally, respondents viewed their context on this construct as being favourable with an overall mean response score of 3.4. Implication being employees applied self-promotion as a strategy for career success.

RECOMMENDATIONS AND FURTHER RESEARCH

Personal branding is how individuals define themselves at the workplace while also incorporating personal elements that define them. A successful brand therefore can go a long way in helping individuals realize career success. Given the current state in today's work place, it is becoming increasingly difficult for individuals to differentiate themselves from competition. In this study the relationship between personal branding and career success of employees at Geothermal Development Company in Kenya was examined. Findings show personal branding to be important among employees and identify self-promotion as the sole tactic used by employees in achieving career success. This study therefore offers significant contribution to the body of knowledge regarding personal branding and career success. Career success can best be explained by self-promotion tactic. Two suggestions for further research are proposed. First, further research should be undertaken to establish reasons as to why personal brands are important and secondly, it is also recommended that further studies seeking to measure career success be done since in this study only tactics that relate to career success were determined.

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APPENDICES

Appendix I: Sample Size Determination

$$S = \frac{\chi^2 NP(1 - P)}{d^2(N - 1) + \chi^2 P(1 - P)}$$

$$S = \frac{3.841 \times 983 \times 0.5 (1 - 0.5)}{0.05^2(983 - 1) + 3.841 \times 0.5 (1 - 0.5)}$$

S = 277.7095 approximated to 278.

Where; S – Required sample size, χ^2 – The table value of chi square for one degree of freedom relative to the desired level of confidence, which was 3.841 for the .95 confidence level, N – The population size, P – The population proportion (assumed to be 0.50) and d – The degree of accuracy (d = 0.05).

Source: Krejcieet. al., (1970),

Appendix Ii: Sample Size Determination

The table below shows the sample size distribution per region.

No.	Region	Employee Population			Sample Size		
		Male	Female	Total	Male	Female	Total
1	Nairobi	86	116	202	24	33	57
2	South Rift	40	16	56	11	5	16
3	Central Rift	569	146	715	161	41	202
4	North Rift	9	1	10	3	0	3
	Totals:	704	279	983	199	79	278

Appendix Iii: Research Questionnaire

Section I: Respondents Background Information

1. Indicate your sex?

Male Female

2. Indicate your work station

Nairobi South Rift Central Rift North Rift

3. Indicate your age

21 <= 30 31 <= 40 41 <= 50 > 50

Use the scale below to indicate the extent to which you agree or disagree with the statements in sections II – IV below by putting a tick (✓) in the appropriate box.

1 – Strongly Disagree (SD), 2 – Disagree (D), 3 – Undecided (U), 4 – Agree (A), 5 – Strongly Agree (SA)					
Section II: Importance of Personal Branding					
4. Indicate the extent to which you agree or disagree with the statement below	SD	D	N	A	SA
Personal branding is important					
Section III: Personal Branding					
5. Thinking about how you often behave, indicate the extent to which you agree or disagree with the statements below					
Self Promotion	SD	D	N	A	SA
I talk proudly about my experience or education					
I make people aware of my talents or qualifications					
I let others know that I am valuable to the organization					
I make people aware of my accomplishments					
Ingratiation	SD	D	N	A	SA
I compliment my colleagues so they will see me as likeable					
I take an interest in my colleagues personal lives to show them that I'm friendly					
I praise my colleagues for their accomplishments so that they will consider me a nice person					
I do personal favours for my colleagues to show them that I'm a friendly person					
Exemplification	SD	D	N	A	SA
I stay late at work so people will know I'm hard working					
I try to appear busy even at times when things appear slower					
I arrive at work early to look dedicated					
I come to the office at night or weekends to show that I'm are dedicated					
Intimidation	SD	D	N	A	SA
I intimidate coworkers when it will help my job done					
I let others know I can make things difficult for them if they push me too far					
I deal forcefully with colleagues when they hamper my ability to get my job done					
I deal strongly or aggressively with coworkers who interfere with my business					
I use intimidation to get colleagues to behave appropriately					
Supplication	SD	D	N	A	SA
I act like I know less than I do so people will help me out					
I try to gain assistance or sympathy from people by appearing needy in some areas					
I pretend not to understand something to gain someone's help					
I act like I need assistance so people will help me out					
I pretend to know less than I do so I can avoid unpleasant assignments.					
Section IV: Career Success					

6. Thinking about your current job and career, indicate the extent to which you agree or disagree with the statements below	SD	D	N	A	SA
I am receiving positive feedback about my performance from all quarters.					
I am offered opportunities for further education					
I have enough responsibility on my job.					
I am fully backed by my supervisors in my work.					
I am in a job which offers me the chance to learn new skills.					
I am most happy when I am at work.					
I am dedicated to my work.					
I am in a position to do mostly work which I really like.					