

# The Influence of Investment Public Relations Strategy on the Performance of Large Motor Vehicle Dealers in Nairobi, Kenya

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## Abstract

The Motor Vehicle Companies in Nairobi, Kenya have played a major role in the contribution to job creation and economic development. Despite their role in economic development, these dealers face intense competition from imported second-hand vehicles. The purpose of the study was to investigate the value of investment public relations strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya. The specific objectives of the study included; to establish the effects of; resource investment strategy and inter-reliance strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya. A descriptive research design was used where the target population was 15 large motor vehicle firms operating in Nairobi, which are members of the Kenya Motor Industry Association. The unit of analysis was the large motor vehicle dealers while the unit of observation was the four strategic public relations strategies including; openness, stakeholder involvement, investment and commitment strategy. The study used primary data sources and secondary data. Primary data was collected using open ended and closed questionnaires. Content and construct validity was achieved through seeking expert opinion. Reliability was ascertained using Cronbach Alpha coefficient. Descriptive statistics and multiple regressions were used to analyze the quantitative data while qualitative data was analyzed using content analysis. Data was analyzed using tables and figures.

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The study findings confirmed that majority of the large motor vehicle dealers in Nairobi had improved firm performance as a result of the implementation of investment public relation strategy which guarantees the effectiveness of strategic public relations. This proves that majority of the large motor vehicle dealers in Nairobi applied investment public relations strategies in their operations to ensure their improved performance. Finally, the study recommended that the management of the Large Motor Vehicle dealers need to monitor their financial investment in public relations to guarantee value for money.

**KeyWords:** Investment Public Relations; Strategy; Performance; Large Motor Vehicle Dealers.

## **1. Introduction**

The position and influence of large corporation is growing, both in the local and international sphere, and with that growth, the demand of responsibility for the social and environmental effects has come into sharp focus. Over the last few decades, the perception of public relations has been changing. In the 1950s, the focus was on businesses' responsibilities to society and the good deeds that the firms deed to the society but there has been a paradigm shift on this position over the years. In the 2000s, it has become an important strategic issue. There is a growing interest in public relation exercise, not only as a social responsibility exercise, but rather as a strategic issue for a firm [5]. Organizations at present view public relations (PR) as a measure to improving performance [27].

Further, Public relations' strategic management function has been recognized as facilitating the formulation of organizations strategies to enhance firm performance of the large motor vehicle dealers which in the long run enables the firm to accomplish overall goals and improved performance in the market and then supports those goals in a coordinated and consistent way [20]. The right financial and investment public relations strategy will drive growth. In this way, the firm will be able to: craft and distribute press releases, develop a clear and consistent company voice and tone, maintain proactive communications with the press and public, field press inquiries, engage trade contacts, pitch ideas, and coordinate interviews and submit company principals for conferences, event panel positions, and industry engagements

### **1.1 Objective of the Study**

#### **1.1.1 General Objective**

The general objective of the study was to investigate the value of investment public relations strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya

#### **1.1.2 Specific Objectives**

- i. To investigate the effect of resource investment strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya.
- ii. To find out the effect of inter-reliance strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya.

## **2. Literature Review and Theoretical Foundation**

### **2.1 Literature Review**

Authors in [23] did an examination on impacts Public relations Strategy: a contextual analysis of Kenya Red Cross society by adopting a descriptive design. The respondents for the study were selected through stratified random and purposive sampling techniques. The discoveries demonstrated that there is a noteworthy impact of key advertising on association execution. This was though the financial commitment that was required in order to undertake it. The investigation found that advertising influences the correspondence to work applicable in the key administration process through its attention on correspondence with key partners and adjusting correspondence objectives to the hierarchical mission, improves assembly of inside and outside help for corporate and keeps representatives educated about special openings, industry patterns and best practices through its worry with picking up, demonstrating the company to itself and as a good example of association for both outer and inner conditions and having an overwhelming part in accomplishing authoritative development. The study however focused on the Kenya Red Cross, a case study and thus limiting the capability to generalize the results. Also, the variables studied were organizational alignment, crisis management, media relations, and donor relations.

Authors in [16] inspected the impacts of advertising in conveyance of ranger service administrations at Kenya Forest Service Headquarters. Data was gathered from a sample of 70 respondents through an overview. Straightforward arbitrary testing was utilized to choose respondents for the investigation. Meeting plan was produced and used to gather information from Heads of Departments and an arrangement of survey regulated to whatever is left of the members. Factual Packages of Social Sciences (SPSS) and Excel were utilized to investigate the coded information. The data was displayed in figures and translated in view of unmistakable measurements. The examination presumed that undoubtedly PR assumes an imperative part in building item mindfulness, making enthusiasm, giving data and fortifying the brand. The examination prescribes that KFS ought to use PR all the more effectively to make more attention to its staff, clients, partners and people in general. However, the study was a case study and therefore results cannot be generalized to other organizations.

Author in [18] completed a basic examination on the execution of advertising practice in Government Ministries in Kenya. The investigation embraced the review look into outline. It utilized an example size of 79 out of the 100 Public Relations Officers in government services and offices. Out of the example, 46 reacted speaking to a 58.2% return rate. The investigation utilized purposive testing. The investigation found that PR rehearse has had high effect in government services and divisions as per 45.2% of the respondents. Nineteen percent of the respondents said that PR exercises have had high effect in their associations while 33% of the respondents said that the PR exercises have average affected their associations. Just 2.4% trusted that PR exercises have had low effect on their association. The examination suggested that PROs be made the official spokespersons of their separate services or offices to accord them the chance to clarify approach matters and draw in additional with the citizenry. It prescribed that further research be done on the pertinence and effect of PR hone in government. It additionally prescribed that exploration be completed to build up the linkage between the absence of a national correspondence strategy structure and the definition of correspondence procedures by different services.

However, study focused on public relations practice and there as little studied on strategic public relations and performance and therefore the current study sought to fill this gap.

## **2.2 Theoretical Foundation**

The study was grounded on the Resource Dependency Theory (RTD) of the firm. The hypothesis was created by authors in [19]. The RDT basic preface is that organizations contrast in essential ways on the grounds that each firm have a "one of a kind" heap of assets substantial and elusive resources and hierarchical capacities to make utilization of those benefits. Asset reliance hypothesis is the first to give a bound together hypothesis of energy at the hierarchical level of examination in authoritative research [2]. It accept that an association's weakness to additional authoritative impact is halfway dictated by the level of reliance on specific sorts of trades for its task with outer condition. Nonetheless, the trading of assets with nature or different associations isn't steady and along these lines this makes vulnerability or shakiness which undermines the proceeded with presence of the associations.

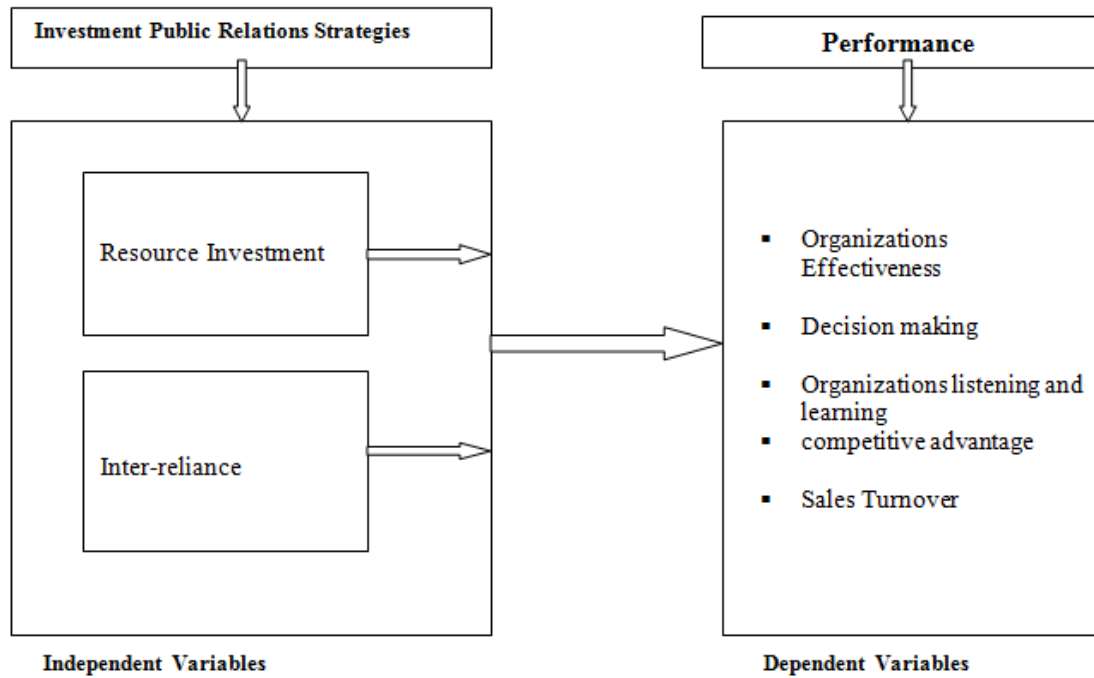
Asset reliance hypothesis (RDT), which centers on putting aside satisfactory assets for advertising movement, gives a sound hypothetical method of reasoning for the social control of associations. It underlines the significance of the outside condition and portrays associations as open-framework structures that try to deal with their levels of reliance on the connection and in doing as such; it needs to set aside enough assets that encourage the two-way cooperation [26]. Asset reliance hypothesis expect two interrelated explanations behind the arrangement of trade relations happening among associations: specialization and shortage. In the first place, most associations perform particular capacities, however can't get to every important asset to satisfy the specialization and this subsequently requires a trade with different associations to acquire fundamental assets accessible to their trade accomplices, yet not accessible to them [6].The reliance unevenness is the determinant of the powerlessness of associations.

Author in [28] underscored that reliance "exists at whatever point one performing artist does not so much control the majority of the conditions essential for the accomplishment of an activity or for acquiring the result wanted from the activity. By this definition, albeit the two performing artists are commonly reliant in a trade, it doesn't imply that they are dependably similarly subject to each other since associations are remarkable and require diverse measure of basic assets from each other and outer condition [28]. Besides, authors in [7] proposed an essential idea of energy reliance in social trade relations in that power in a general sense dwells in the reliance of one on-screen character on another and that if an association is more subject to its trade accomplice, the subsequent net-positive reliance on the accomplice, or the accomplice's reliance leverage, was understood as the wellspring of accomplice's energy. The RTD therefore anchored the general objective of the study; to investigate the influence of investment public relations strategy on the performance of large motor vehicle dealers in Nairobi, Kenya

## **2.3 Conceptual Framework**

In figure 3.3 below, it's conceptualized that the implementation of resource investment and inter-reliance public

relations strategies influence the performance of large motor vehicle firms in Nairobi, Kenya.



**Figure 1:** Conceptual Framework

### 3. Material and Methodology

#### 3.1 Research Design

The study was based on descriptive research design. The research design was the most appropriate design as it allowed use of both quantitative and qualitative methodologies. The two approaches are complementary and enabled triangulation of data from different sources. The research design is cost effective in terms of finances and time and is not vulnerable to confounding factors because data was collected at one point in time [21]. Author in [17] characterizes a clear report as one in which data is gathered without changing nature and directed to exhibit connections between things. As per authors in [4] an enlightening exploration configuration is worried about discovering the; who, what, where, when and how much. The outline was considered proper in light of the fact that the principle intrigue will investigate the part of advertising capacity as a key an incentive in an association.

The data was cross sectional in nature since it covered a cross section of all motor vehicle companies in Nairobi. A cross sectional design was deemed appropriate in this case since the study was conducted at the same time across all the firms and also since a causal study was undertaken in a non-contrived setting with no researcher interference. This design has been applied successfully before in similar studies by author in [9] and authors in [11].

#### 3.2 Target Population

The target population was large motor vehicle firms operating in Nairobi, who are members of the Kenya Motor Industry Association (Appendix 3). According to the Kenya Motor Industry Association, there are fifteen such firms operating in Nairobi. Authors in [10] define large business firms as those employing more than 50 employees and above. In Ghana, a large business enterprise generally employs 30 people and above [24]. In Kenya, a large business employs 50 or more people, has a sales turnover of at least Kshs. 3 million and sales per employee of at least Kshs. 60,000 [1]. Thus, the definition of large business varies from country to country, however for the purpose of this research, definitions by author in [3] was considered more appropriate since the studies was conducted in Kenya under similar conditions. The listed organizations fall under these criteria.

The rationale behind studying the large motor vehicle firms was because the motor industry is a critical pillar of the Kenya economy. The firms not only act as a revenue generation avenue to the government through taxation but also as one of the existing major employers in the manufacturing sectors in Kenya. The sector however faces stiff competition from vehicle imports from Japan and other European nations threatening its survival and performance. Through applying strategic public relations strategies, these firms hope to remain relevant to the Kenyan customers and increase their competitive edge in the highly dynamic motor industry.

The unit of analysis was the large motor vehicle dealers while the unit of observation was the four strategic public relations strategies including; openness, stakeholder involvement, investment and commitment strategy.

### ***3.3 Data Collection Instrument***

The study collected both primary and secondary data. The primary data was collected using questionnaire. A semi-structured questionnaire was the data collection tool that was employed in this study given that the sample size would take long to be interviewed [8]. The questionnaire was administered through drop and pick later method where the respondents were allowed time to respond to the study questions. The researcher kept reminding the respondents to fill in the questionnaires through courtesy call and visits. The method was best suited for the study as it allowed the respondents adequate time to fill in the questionnaires given their busy work schedule, hence a higher response rate and high-quality data was collected [26]. The questionnaire covered all the study specific objectives using a mixture of closed ended and five-point Likert questions.

The questionnaire was made up of three parts; Part A covered the demographic information of the respondent and general information about the company, part B covered the investment public relations strategy and performance while part C explored the performance of large motor vehicle dealers. The questionnaire was administered to corporate communication managers and business development Managers in the respective firms. Secondary data on the subject area was collected through annual reports and organizational publications both from the selected firms.

### ***3.4 Validity and Reliability***

#### ***3.4.1 Validity***

To establish the validity of the research tool, the researcher sought expert opinion from lecturers well versed

with the study matter from the University. The lecturers were instrumental in establishing the content and construct validity of the research tool along the three thematic areas. This ensured that the variables were well conceptualized and measured as well as removed any ambiguity in the questions asked [13].

Probing technique was used, meant that the questionnaire had control questions whereby the respondents were asked to assure that no misunderstandings took place during the filling process. The questionnaire was filled by the most knowledgeable person in the targeted departments and the one who had access to information.

**3.4.2 Reliability**

The researcher ensured the reliability of the data collection tools through piloting of the tools. This ensured that the tools produced consistent outcomes upon repeated trials [15]. The researcher carried out a pilot study among 6 management staff who would not participate in the main study. The pilot was repeated after one week using the same respondents and the results were keyed in SPSS. The reliability of the instrument was estimated using Cronbach’s Alpha coefficient where a coefficient of 0.70 achieved at at  $\alpha=0.05$ significance level was considered sufficient [22].

From the pilot study data collected the study sought to ascertain the reliability of the questionnaires. The aggregate reliability results are as shown in Table 3.4 below.

**Table 1:** Reliability test results

<b>Variables</b>	<b>Cronbach alpha values</b>
openness strategy	0.732
stakeholder involvement strategy	0.726
investment strategy	0.714
commitment strategy	0.707

Source: Research Data

From the pilot study results the study established that the Cronbach alpha values were higher above 0.7 for all the study variables that included; openness strategy (0.732), stakeholder involvement strategy (0.726), investment strategy (0.714) and commitment strategy (0.707) on performance of Large Motor Vehicle dealers in Nairobi. This was an indication that there was internal consistency and high reliability among the items/variables (openness strategy, stakeholder involvement strategy, investment strategy and commitment strategy) in measuring the concept of interest (performance of Large Motor Vehicle dealers in Nairobi).

**3.5 Data Collection Procedure**

The permission to carry out this study was sought from the human resource managers of the respective firms. The researcher also obtained a permit from National Commission for Science, technology and Innovation (NACOSTI) and the School of Human resource, Kenyatta University. The data collection was done through

drop and pick later method with time lapse of one week.

### **3.6 Data Analysis and Presentation**

The study used primary data collected through the questionnaire where quantitative data was collected from closed ended questions while qualitative data was collected from open ended questions. In analyzing the quantitative data, the study applied descriptive statistics using Statistical Package for Social Sciences (Version 21). Measures of central tendency (mean), measures of dispersion (standard deviation), frequencies and percentage were the descriptive statistics that were applied on the quantitative data [12]. Qualitative data was analyzed using content analysis where the researcher developed a thematic framework from the key issues, concepts and themes emanating from the open-ended questions.

Graphical presentations, charts and tables were produced using MS-Excel to present the study findings. The data findings explanation was given in prose thereafter. The tables and graphical presentations showed the percentages, frequencies and means of the questions being analyzed. This increased the clarity of the findings and ensured that the findings were easily interpreted. The study also employed inferential statistics in the form of multiple regression to establish relationship between strategic value of public relations and performance of Large Motor Vehicle dealers.

The regression equation was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where Y presented firm performance the dependent variable,

$\beta_0$  is a constant term,

X1- Openness public relations strategy;

X2- Stakeholder involvement public relations strategy;

X3- Investment public relations strategy;

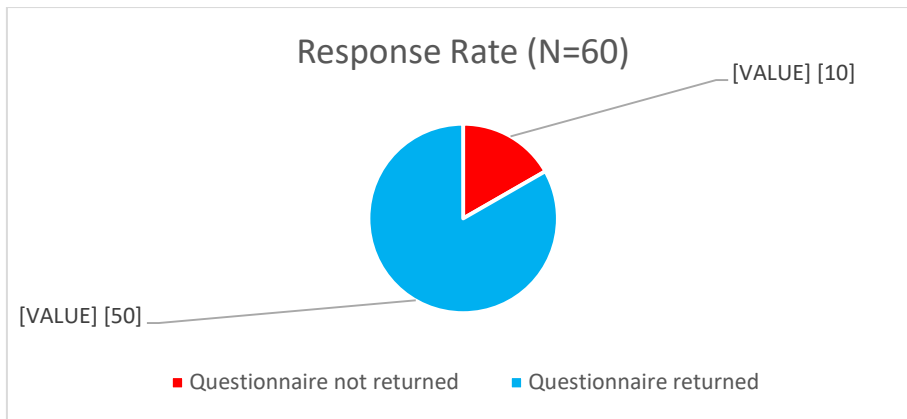
X4- Commitment public relations strategy

## **4. Results**

### **4.1 Response Rate**

The study targeted 60 respondents to whom questionnaire were administered to and the outcome are as indicated on figure 5.1 below.





**Figure 2:** Response Rate

Source: Field Data (2018)

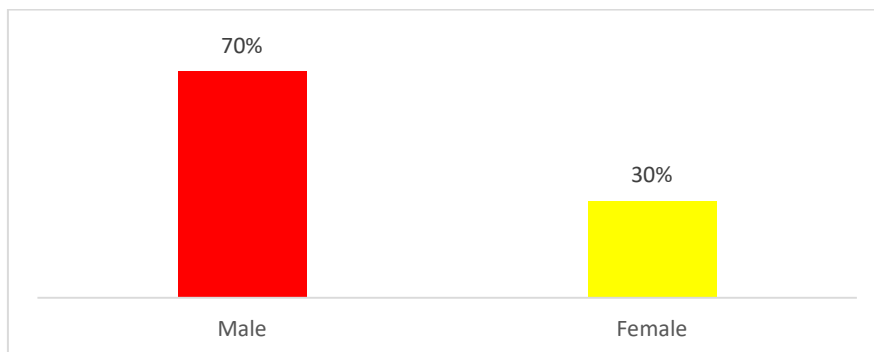
As demonstrated in figure 4.1 above, just 50 of the respondents returned the surveys properly filled in adding to a reaction rate of 83.3%. This reaction rate was adequate and delegate and fits in with authors in [14] stipulation that a reaction rate of half is sufficient for examination and factual announcing; a rate of 60% is great while a reaction rate of 70% and over is brilliant.

#### 4.2 Background Information of the Respondents

In order to capture the background information of the respondents, issues such the gender, age bracket, education level, years of service in the motor industry were addressed in the first section of the questionnaire. This was important because it enhanced reliability of the information given and gave the basic understanding of the respondents.

##### 4.2.1 Analysis of Gender

The study sought to establish the gender of the respondents and the findings are as shown in Figure 4.2 below.



**Figure 3:** Gender

Source: Field Data (2018)

From the findings, majority (70%) of the respondents were male while 30% were female. This implied that large motor vehicle dealers have more males than female employees and consequently most of the responses emanated from the male respondents.

#### 4.2.2 Age of Respondents

The study sought to establish the age of the respondents. The findings are as shown in Figure 4.3 below.

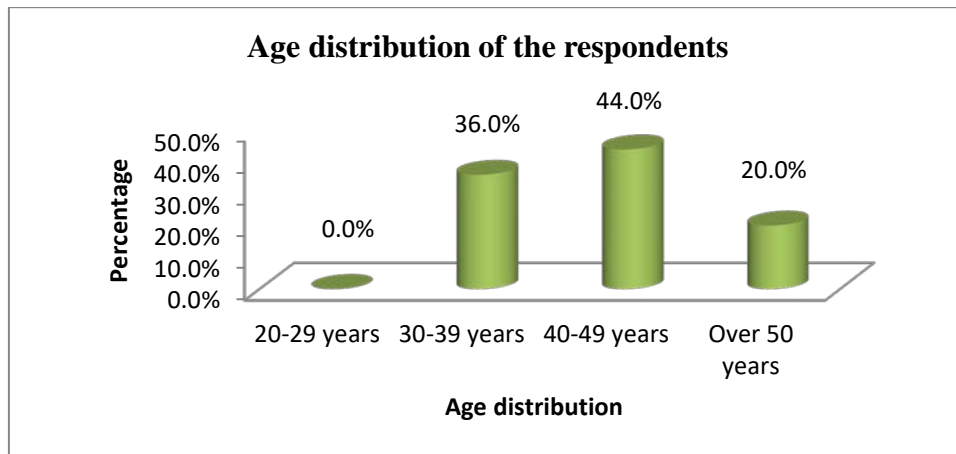


Figure 4: Age Bracket

Source: Field Data ( 2018)

The study established that 44% of the respondents were aged between 40-49 years, 36% were aged between 30-39 years, 20% were aged over 50 years while none of the respondents was aged between 20-29 years. This depicts that majority of the employees of the motor sector in Nairobi were aged between 30-49 years, and therefore youthful and energetic in their job. It further illustrates high appreciation of the influence of influence of strategic public relations on performance of large motor vehicle dealers.

#### 4.2.3 Level of Education of Respondents

The study sought to establish the highest level of education for the respondents. The results are as tabulated in the Figure 4.4 below.

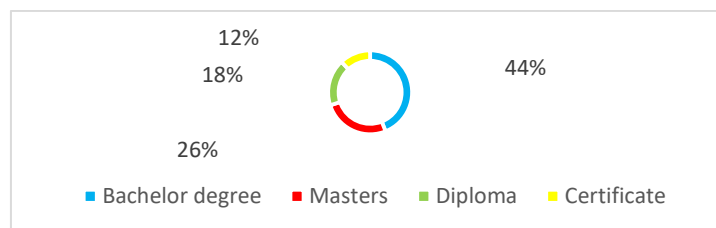


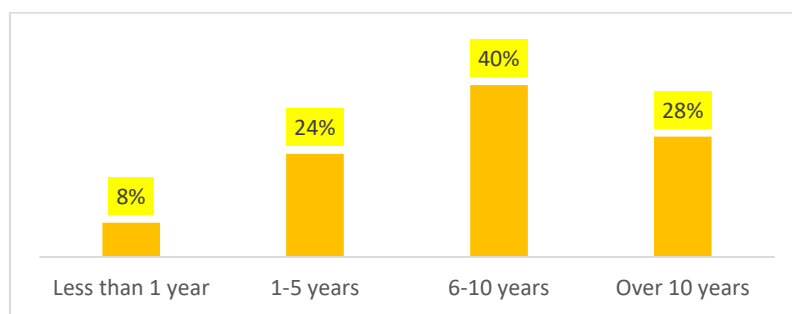
Figure 5: Highest Level of Education

Source: Field Data (2018)

From the findings the majority (44%) of the respondents had a bachelor’s degree as their highest level of education 26% had master’s degree, 18% were diploma holders while 12% were certificate holders. This shows that most of the respondents had attained university education and thus had rich understanding and knowledge on influence of strategic public relations on performance of large motor vehicle dealers in Nairobi.

#### 4.2.4 Length of Service of Respondents

The study sought to establish the number of years that the respondents had worked in the motor industry. The findings are as shown in Figure 4.5 below.



**Figure 6:** Length of Service of Respondents

Source: Field Data (2018)

The study established that 40% of the respondents had worked in the motor industry for 6-10 years, 28% had worked for over 10 years, 24% had worked for 1-5 years while 8% of the respondents had worked in the motor industry for less than one year. This implied that majority (68%) of the respondents had worked in the motor industry for long enough to be able to provide crucial information relating to the influence of strategic public relations on performance of large motor vehicle dealers in Nairobi.

#### 4.3 Descriptive Statistics

The section presents the data and findings disaggregated by the study specific objectives.

##### 4.3.1 Investment Public Relations strategy

The third objective of the study was to examine the influence of investment strategy on the performance of Large Motor Vehicle dealers in Nairobi, Kenya.

The respondents were to indicate their level of agreement with various statements relating to the influence of investment strategy on the performance of Large Motor Vehicle dealers. The responses were rated on a five-point Likert scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree.

**Table 2:** Investment Public Relations

<b>Statements on Investment Public Relations strategy</b>	<b>Mean</b>	<b>Std Dev</b>
investment public relation increases inter-reliance between parties to enhance firm performance	3.5067	.69308
investment strategy benefits organizations departments in their performance	3.4800	1.01555
The firm keep check on the investment strategy during organizations performance review	3.4156	.73815
investment public relation increase stakeholder’s commitment	3.3122	.84619
The firm carry out investment in public relation regularly	3.2267	1.02368
<b>Overall</b>	<b>3.8824</b>	<b>0.8633</b>

**Source: Field Data (2018)**

According to the findings, the majority of the respondents were in agreement that investment PR strategy had an effect on performance of Large Motor Vehicle dealers **as indicated by the overall mean score of 3.8824. More specifically, the** majority of the respondents were in agreement that; investment public relation increases inter-reliance between parties to enhance firm performance (Mean=3.5067); investment strategy benefits organizations departments in their performance (Mean=3.4800); the firm keep check on the investment strategy during organizations performance review (Mean=3.4156); investment public relation increase stakeholder’s commitment (Mean=3.3122); the firm carry out investment in public relation regularly (Mean=3.2267) respectively.

According to the results, it was inferred that investment public relations strategy was likely to have significant effect on Large Motor Vehicle dealers in Nairobi. Through the investment public relations strategy, the Large Motor Vehicle dealers managed to keep PR as a key component of their corporate strategy hence communicated to both the internal and external stakeholders even at turbulent times hence sustaining their firm performance. By investing regularly and consistently in PR ensured that these firms kept a positive outlook to the public which improved their annual sales.

The findings by the authors in [23] indicated that investment public relations strategy has a positive impact on firm performance. . The findings demonstrated that there is a critical impact of vital advertising on association execution. The investigation found that advertising influences the correspondence to work significant in the vital administration process through its attention on correspondence with vital partners and adjusting correspondence objectives to the authoritative mission, improves assembly of interior and outer help for corporate and keeps representatives educated about limited time openings, industry patterns and best practices through its worry with getting the hang of, demonstrating the enterprise to itself and as a good example of association for both outside and inside conditions and having a predominant part in accomplishing hierarchical development.

**4.3.2 Performance of Large Motor Vehicle Dealers**

The respondents were to indicate their level of agreement with various statements relating to the effect of aspects of public relation strategies on the performance of the large motor vehicle dealers in Nairobi. The responses were rated on a five-point Likert scale where: 5 = Strongly Agree, 4 = Agree, 3 = moderately agree, 2 = Disagree, 1 = Strongly Disagree.

**Table 3:** Performance of the Large Motor Vehicle Dealers.

<b>Performance of the large motor vehicle dealers</b>	<b>Mean</b>	<b>Std Dev</b>
openness public relation strategy enhances the effectiveness in an organization to enhance performance	3.3533	.83332
involvement strategy improves decision making in which intern improves organization departments performance	3.3267	.80158
The firm keep check on the commitment strategy during organizations performance review	3.3133	.76923
public relation strategies increase stakeholder’s commitment intern increasing profit	3.2132	.77692
investment public relation gives the dealers a better competitive advantage resulting to higher market share and profits	3.1467	.79684
<b>Overall</b>	<b>3.2706</b>	<b>0.7955</b>

**Source: Field Data (2018)**

According to the findings, the majority of the respondents were in agreement that strategic public relations improves the performance of Large Motor Vehicle dealers **as indicated by the overall mean score of 3.2706. More specifically, the** majority of the respondents were in agreement that; openness public relation strategy enhances the effectiveness in an organization to enhance performance (Mean=3.3533); involvement strategy improves decision making in which intern improves organization departments performance (Mean=3.3267); the firm keep check on the commitment strategy during organizations performance review (Mean=3.3133); public relation strategies increase stakeholder’s commitment intern increasing profit (Mean=3.2132); investment public relation gives the dealers a better competitive advantage resulting to higher market share and profits (Mean=3.1467) respectively.

Therefore, majority of the large motor vehicle dealers in Nairobi had improved firm performance as a result of leveraging on strategic public relations strategies. They had improvement in decision making time through openness strategy. They also had buy in from different stakeholders through stakeholder involvement strategy. Similarly, there was commitment from the management in supporting the PR function through the commitment PR strategy. Most importantly, the investment public relation strategy guaranteed the effectiveness of strategic PR as adequate financial and human resources were availed to drive the PR agenda forward. This proves that majority of the large motor vehicle dealers in Nairobi applied strategic public relations strategies in their operations to ensure their improved firm performance.

The findings are in agreement with Wilson (2014) who analyzed the connection amongst enterprises and group from the point of view of corporate social duty (CSR) among the Belgium firms, contending that open impression of an association's CSR responsibility was key to the arrangement of partner discernments. In an

investigation of the dairy business in the Netherlands, Mathis (2007) distinguishes a star dynamic way to deal with CSR execution as basic to building up a powerful association with open experts.

**4.4 Inferential Statistics**

The researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on the performance of large motor vehicle dealers in Nairobi.

**4.4.1 Multiple Regression Analysis**

The model summary findings are as shown in Table 4.6 below.

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.855	0.731	0.642	0.6273

**Source: Field Data (2018)**

The two investment public relations strategies that were studied, explain only 73.1% of the performance of large motor vehicle dealers as represented by the R<sup>2</sup>. This therefore means that other PR aspects not studied in this research contribute 26.9% of the performance of large motor vehicle dealers.

**4.4.2 ANOVA Results**

The study ANOVA results are as shown in Table 4.7 below.

**Table 5: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.534	4	1.267	9.475	.0179 <sup>a</sup>
	Residual	9.307	45	2.327		
	<b>Total</b>	<b>3.465</b>	<b>49</b>			

**Source: Field Data (2018)**

The significance value achieved was 0.0179 which is less than 0.05 thus the model is statistically significant in predicting how resource investment strategy and inter-reliance strategies influence performance of large motor vehicle dealers.

The F critical at 5% level of significance was 3.23. Since F calculated is greater than the F critical (value = 9.475), this shows that the overall model was significant.

## 5. Conclusions

The study determined that investment PR strategy had an effect on performance of Large Motor Vehicle dealers. **More specifically, it was established that;** investment public relation increases inter-reliance between parties to enhance firm performance; benefits organizations departments in their performance; the firm keep check on the investment strategy during organizations performance review. Therefore, investment public relations strategy was likely to have significant effect on Large Motor Vehicle dealers in Nairobi. Through the investment public relations strategy, the Large Motor Vehicle dealers managed to keep PR as a key component of their corporate strategy hence communicated to both the internal and external stakeholders even at turbulent times hence are sustaining their firm performance. By investing regularly and consistently in PR ensured that these firms kept a positive outlook to the public which improved their annual sales. In conclusion, the researcher asserts that investment public relations strategy was likely to have significant effect on performance of Large Motor Vehicle dealers in Nairobi. Through the investment public relations strategy, the Large Motor Vehicle dealers managed to keep PR as a key component of their corporate strategy hence communicated to both the internal and external stakeholders even at turbulent times hence sustain their

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