Gender based Leadership development in nonprofit sector – myth or reality? – A study of selected non-profit organizations (NPOs)

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Abstract

Leader plays a prominent role in the success of any organization, non-profits in particular, as the success of an NPO is not just dependent on its level of activity but also on the competence of the leader. Yet, Leadership is not created by just one person, it is a collective effort. The word leadership has been widely used by political orators, business executives, social workers, philosophers and scholars both in speech and writing, yet the real meaning has eluded almost everybody. Finally, the most public component of social leadership, focused on interacting with potential donors, the media, public administrations, companies and society in general. Much of the studies have focused on leadership in for-profit sector. Non-profits are the engines of growth and reach out to those areas where for-profits do not. Leadership development aids the process of smooth succession which almost forgotten by most non profits. Leadership roles exercised by men and women are different (Vinnicombe summer 1999). Today leadership success in no longer associated with possessing male traits .This study was conducted covering five non-profit organizations in Bangalore to understand how leadership development process is modelled in their organizations and to examine if there exists any difference in terms of gender in nurturing employees to leadership positions.

Keywords: Non-profit institutions, Gender, Leadership, Leadership development

Introduction

Leaders and their role in organizational, cultural and spiritual success is undoubted. Leadership role is always associated with leadership position. Infact the style of a leader reflects his/her

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attitude. Leadership roles doesnot really differ between men and women. Today leadership qualities are no longer associated with male traits of competitiveness, aggressiveness, self confidence, decisiveness, and independence. (Howard 2014)quotes that women are more motivated by the purpose or meaning of their work from men who focus more on compensation and job titles. (Alice H.eagly et.al 2013)states that female leaders are more cooperative and collaborative ,less hierarchical and more oriented towards self enhancement in the studies conducted in the 80s.Over a period of time series of researches were conducted to find out the way men and women differ in terms of their leadership styles. (Mento 2014) survey on lack of women leaders in the nonprofit sector in the US, which focused on surveying women employees opinion on the issue found that 57% of women in this sector including 72% of women between the age group of 18-34 aspire to hold the position of a CEO. It is interesting to note that the reason given by those who were not interested in the position was not fundraising or working with the board. Instead it was due to time commitment and stress involved in running an NPO. 44% of the women according to this report felt that organization favours men over equally qualified women for chief leadership position. Further studies conducted by (Gangone 2012) University of Denver on the Current state of women in leadership states that in US non profits with budgets more than $25million, women constitute only 21% of leadership roles even though they constitute 75% of workforce. (Siddiqi n.d.)In India research on this sector is scarce.

Leadership Roles

This study focuses on Ekstam's cornerstones of leadership which is rooted on four aspects:

1. Role model
2. Communicator
3. Team builder
4. Developer

   This model was chosen to access the extent to which these aspects of a leader fosters or hinders leadership development and whether there is any significant difference in terms of women and men when it comes to grooming leaders.

The role Model – According to Ekstam leaders is always a role model. The leader sets norms and directs the way in which employees should conduct within the organisation for achieving organisational goals. It is important that the leader behaves in a way that befits the organisational norms and culture. The leaders positive perspective has an additive effect on employee performance. The leader who carries an attitude that employees work only out of coercion would end up having a set of employees who work only when coerced, on the contrary a leader who believes and delegates to his followers would have a set of motivated and self driven workforce.

The communicator – Communication is one of the vital requirements to be a successful leader. Its not just about political leaders in history or otherwise known for their oratorial skills but it's also about leading a team to organizational goals, where leader's communicative abilities hold the key. (Manshoor Hussain Abbasi 2011) Many studies have been conducted to find out the significance of communication which shows that communication goes beyond just social skills. The cognitive, affective and behavioral aspect is focused more in managerial research. (Penley, Alexander, Jernigan, & Henwood 1991: Holly J. Payne, 2005) The impact of communication competence on inspiration and cognitive skills brings out the leader's capacity to empower his workforce. (Torun Dewan 2008)A clear communicator is a leader whose language leads to a common understanding of the message and the policy implications of that message whereas a poor communicator would be unable to create such a common understanding even though he may be good at speech and good in language. The leader works for an open dialogue and create involvement of employees. The open attitude towards information is important as employees would be subject to role conflict and role ambiguity when information is with held.Anychange in the organization system and policies should be communicated openly to employees to facilitate responsibility and accountability. His/her role as a team builder is build on the ability to go beyond just communicating to team members , it's a source of inspiration and feedback about their success, expectations and shortcomings. Communicating short comings or failures is a litmus test for a good leader.

Team leader –Today organizations are structured around teams like never before. (Martin 2006)Research shows that teams are central to organization success. Hence, the role of leaders in managing the team and team process is of utmost importance. Delegation and shared roles of leadership is prominent in team management. Team leadership models are different from traditional leadership models. (Frederick P. Morgeson 2010)Team models are characterized by recurring cycles which are mutually dependent namely, the action phase and transition phase. In transition phase teams engage in evaluation or planning activities to achieve organizational goals, while in action phase teams perform work activities which are directly linked to goal accomplishment. As teams work through these phases they encounter numerous challenges. The viability of teams to organizational, environmental and team related factors are high. In this context the leader has to build a focused and self driven team which can work above the challenges. In short, the leader has to promote team effectiveness through the process of team satisfaction.Finally; the source of team leadership also influences the effectiveness of teams. The concept of internal vs. external leadership and formal vs. informal leadership has always been a subject of serious discussion for this reason.

Developer – The central function of leadership is building a motivated and capable team through coaching and guidance. It is important that the organization itself is healthy and fosters a positive culture by inspiring team members and building a climate of innovation by encouraging ideation from employees and involving them in decision making. The leader's role as a developer is driven by a supportive work environment nurturing skills and development , the belief of the participant that people can improve their skills, opportunities for receiving and discussing individual feedback, the quality of management process supporting and reinforcing developmental activities.

Leadership Deficit

Leadership deficit is a serious crisis most NPOs face due to various reasons.The problem of leadership deficit has been discussed and researched from various stages and factors. (Peters and wolfred,2001) in their report on Leadership Lost: A study of executive Director Tenure and

experience looked at the professional experience, compensation, tenure trends ,executive training and support of nonprofit leaders and ways in which executive leadership is retained and supported by NPOs. In 2006 (Bell et.al 2006) came out with their finding that, three fourth of the executive directors surveyed had no plans to stay over the next five years with their organizations while another 10% were already contemplating exit. A large number of non profit leaders and founders are almost at their retirement stage, challenges at this juncture is that many NPOs have scanty talent pool in hand and immense challenges and opportunities in the real world. (Teegarden,2004) study found that 23% of executive director's planned to leave their jobs in the next two years while a 65% planned to exit by 2009,followed by the baby boomer generation of 57% who will retire by 2010 and another 43% by 2020.Bridgespan group (2011) study shows that leadership development and succession planning process for senior executive position is the single greatest weakness faced by non profit organizations. The senior leaders are seen as linkages and stabilizers (Margaret C. McKee 2008)and hence their departure would result in the firms' disequilibrium. With most NPOs having a process of informal succession, there is a need to secure and stabilize procedures at the top. Relay succession proposed by Vancil 1987, is the most opted form of insider succession in many NPOs. But it is still a debatable choice if insiders or outsiders are the best fit. Though NPOs feature almost on with for-profit organizations, NPOs even in the new millennium is confronted with the same workforce issue of getting the right talents and retaining them. Succession process to a great extent is affected as we move from the baby-boomer generation to Gen X and Gen Y.

The younger leaders are not attracted to these traditional styles or model and are trying to find new ways to organize and structure work. They are looking at models of shared and participating structures, but given the state of poor succession planning it is not possible to experiment these in NPOs , as leadership transition is mostly emergency or replacement in nature (Toupin Lynne & Plewes Betty, 2007) .

The role of a CEO or executive director in an NPO does not have the kind of prospectus that younger generation is looking for and the position does not hold much in terms of innovation and creativity. Gen X and Y are more driven by innovation and creativity that keeps them challenged

and hooked rather than the baby boomer generation who, though were frustrated and expressed dissatisfaction with their roles adapted to it. The studies of (Cryer, 2004) shows that 24% of young professionals in non profit sector found their jobs with them through internships. The vacancy levels seem to be a serious concern in most of US nonprofits (Way 2003).In just less than half of the mid sized non profit organizations active development of future executives is done. Others do not have a future plan for their executives or employees, which results in these executives moving on to better opportunities and pay. In effect non profits are grooming leaders for other organizations.

The younger leaders feel unrecognized and their roles are marginalized by the baby boomer generation. Mostly younger generation are consulted for technical expertise but are overlooked when it come to strategic decision making. Meager executive salaries also add up to making NPOs a lesser option for the young leaders. Hence, the younger generations looks at leading non profit as a thankless job requiring great sacrifice with few visible rewards. For-profits offer creative packages, flexible work hours and training when compared to NPOs. Finding and grooming a successor is a difficult task coupled with issues of leadership transition, irrespective of insider or outsider designated for the position. Studies conducted by (Gangone 2012) University of Denver on the Current state of women in leadership states that in US non profits with budgets more than $25million, women constitute only 21% of leadership roles even though they constitute 75% of workforce. By exploring and addressing the issues related to female mobility, the possibilities to enhance individual and organization performance are immense. In india (Rego 2006)Many NGOs are having difficulty attracting educated professionals, especially those willing to work in rural areas. Trained MSWs have lucrative opportunities working abroad and it is also becoming increasing difficult to retain talent in the face of fast growth in the corporate sector. BPOs, banks and other growing sectors are able to poach employees away with offers of much higher salaries and advancement opportunities.NGOs have adopted a couple of strategies in this regard. Some institutions have begun hiring recent graduates and providing them a year-long training with the expectation that they would stay on. Another approach is recruiting talent from rural communities and providing training to enable them to work in the field. This strategy is effective in that rural

recruits are familiar with local communities and are more likely to stay on the job. The limitation, however, is that these local recruits lack confidence (to interact with government officials and funders) and managerial skills.

Gender bias on leadership

There is sufficient literature available about women in political leadership much less is known about women in leadership positions in Public sectors and Nonprofit sectors (Placeholder2). Leadership development and leadership positions have been highly associated with men through the ages. though women have been in leadership position climbing the organizational ladder has been a herculean task. The gender bias nurtured by culture and society interfere with the organizational systems. Women currently constitute only 2.2 % (fortune 500 CEO,2014) In Europe its 1.8% and in India 11% of women are large company CEOs (EMA partner international,2010).research suggest that women who reach leadership position in NGOs have to develop specific coping strategies to deal with social and cultural pressures they face. (Hailey 2006)There is a common impression that women NGO leaders adopt a motherly comforting role, rather than a strong forthright style of leadership. (James 2005)A woman is labeled as a 'man, manly', when she brings success; a term commonly applied to women activists. Leadership development programs mostly do not focus on developing women leaders, they are expected to over perform to ensure promotion or being appointed in leadership positions. (Howard 2014)quotes that women are more motivated by the purpose or meaning of their work from men who focus more on compensation and job titles. (Alice H.eagly et.al 2013)states that female leaders are more cooperative and collaborative ,less hierarchical and more oriented towards self enhancement in the studies conducted in the 80s.Over a period of time series of researches were conducted to find out the way men and women differ in terms of their leadership styles. (Femida Handy 2003)Women's nonprofit organizations have long played an important role in the lives of women in many parts of the world. In India, well-educated and affluent women found socially sanctioned work outside the home in the voluntary sector. They worked as volunteers under the aegis of religious organizations and for social service nonprofits dedicated to the alleviation of

poverty. Participation in nonprofits in India gave women an opportunity to enter the social and political spheres in ways often denied to them by the for-profit and public sectors.

The traditional cultural norms and expectations of women and their work life pose challenges to equate male and female leadership positions. (McInnes 2009)Barriers for women aspiring to become leaders were highlighted in a study, Progress in Inches, Miles to Go, conducted by the Center for Women in Politics and Public Leadership (2012). Some of the barriers are:

• patriarchal corporate culture,

• lack of role models,

• lack of opportunities for critical work experience and responsibility, and

• lack of networks and mentoring

Methodology

The study consisted of five nonprofit organizations in Bangalore. The names of the institutions are being kept anonymous as per the agreement with the NPOs. The NPOs were chosen based on their activity namely two shelter-welfare-rehabilitation centre, two trusts and one cooperative. The organizations visited had almost without exception developed effective models and aspire to scale their operations to serve more people and communities. 50 respondents participated in the survey out of which 45 has been used for the study based on scrutiny and elimination of the information. The objective of the study is to find out if there is gender bias in leadership development in nonprofit sectors from people in leadership roles. The variables under study are autonomy, delegation of decision making powers, open dialogue, mentoring, team leader role and innovation & empowerment. Chi square test has been used to establish if there is any significant impact of gender on the leader's attitude on these variables.

Hypotheis

H0: There is no significant difference between men and women in terms of leader delegating responsibility, autonomy & decision making powers, innovation and empowerment

H1: There is significant difference in terms of leader's approach in delegating responsibility, autonomy & decision making powers, innovation and empowerment between men and women.

H0: There is no gender bias in the leader in terms of open dialogue

H2: There is gender bias in the leader in terms of open dialogue

H0: Leader's capacity to accommodate and address the needs and interest of the employees is not gender dependent

H3: Leader's capacity to accommodate and address the needs and interest of the employees is is gender dependent

H0: There is no significant difference in terms of men and women when a leader delegates in a team.

H4: There is significant difference in terms of men and women when a leader delegates in a team.

H0: There is no significant difference between genders in finding a mentor in the leader.

H5: There is significant difference between genders in finding a mentor in the leader

Discussion

The results of the study provide information with respect to various factors which fosters or inhibits leadership development. Women have been sidelined in terms of climbing the ladder though today we have few women to quote in leadership positions.

Table 1. Chi-square analysis (hypothesis testing)

factor	Calculated x^2 value	Table Value at 5% Level	Degree of Freedom	Null Hypothesis Accepted/ Rejected

Gender influence on Autonomy	10.11	9.488	4	Rejected
Decision making	58.17	9.488	4	Rejected
Innovation	13.68	9.488	4	Rejected
Open dialogue	5.09	9.488	4	Accepted
accommodativeness	1.98	9.488	4	Accepted
Team leader/delegation	10.24	9.488	4	Rejected
Mentor	3.43	9.488	4	Accepted

The analysis drawing chi-square values to find if there is any significant influence of gender in a leader giving autonomy shows that the calculated value 10.11 is greater than the table value of 9.48 at 5% level of significance which indicates that there is significant difference in a leader's attitude in giving autonomy to female incumbents over male. The leader believes in male employees being given more autonomy and delegating work ($x^2 = 58.17$) is greater than table value of 9.48 at 5% significance in this case. When it comes to accepting ideas and giving opportunity for innovation leaders are highly biased about women employees , they lack the trust to allow women to come up with new ideas and contribute effectively to building new models of success and sustainability ($x^2 = 13.68$).

Leaders in the NPOs encourage open dialogue and discussion of policies, initiatives and changes but there is significant influence of gender bias here as women employees are given lesser opportunities for open dialogue and discussion ($x^2 = 22.74$) though when it comes to discussing problems of fund raising and day to day problem sin running the NPOs women are also encouraged and women and men are given equal opportunity in expressing themselves(5.09) and finding solutions to the same ($x^2 = 1.89$).The leaders attitude in accommodating the needs and interests of employees in the NPOs under study is gender independent($x^2 = 1.98$). The leader's role as a team leader is highly recognized by not just For-profits but also by NPOs today but its found that there is bias exercised when it comes to delegating in a team. The role played by leaders as team leaders in these NPOs seems to highly driven by the belief that men can perform better than women in terms of managing teams and handling team dynamics be it cooperation or conflict($x^2 = 10.24$).Both male and female employees feel that the leader does play the role of a mentor irrespective of their roles ($x^2 = 3.43$)

Conclusion

The problems faced by NPOs are very challenging and distinct from for-profit sector. Leadership roles are of prime importance, in terms of strategic planning for sustainability with more NPOs coming under scanner for various reasons. Women are highly involved in most NPOs but the

percentage of women who adorn leadership positions are scarce across the world. The study clearly indicates that when it comes to giving autonomy in decision making and opportunities for innovation and ideation women are overlooked. The leadership deficit that is looming over the NPOs coupled with the gender bias is adding to leadership crisis in the NPO sector, which is otherwise under pressure due to the baby boomer generation retiring and hardly any succession plans in place.

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Key Words: Brand Image, Customer Satisfaction, Relationship.

JEL classification: I35, P12, R23, R18

Introduction

Studies have defined that brand image is an image that a brand has and have proved that there are different factors for brand image. Similarly, studies have also proved that customer satisfaction is a psychological condition that has many benefits to individuals and companies. There are number of factors for customer satisfaction.

Andreassen and Lindestad (1998) studied about the impact of corporate image on quality, customer satisfaction and loyalty for customers with varying degrees of service expertise. Data were collected from 600 individual customers categorized as having high or low service expertise of three companies within the package tour industry. This study concluded that corporate image and customer satisfaction are not two separate routes to customer loyalty. Corporate image impacts customer loyalty directly whereas customer satisfaction does not. Rita (2007) studied about corporate brand image, satisfaction and store loyalty. Customers are satisfied when the store is neat and pleasant and when they feel that the store understands their needs. Only certain customer segments are interested in store brands. Satisfied customers are loyal. Jay and Dwi (2000) studied about customer loyalty in the hotel industry. This study highlighted about the role of customer satisfaction and image. The factors of image and customer satisfaction are positively related to customer loyalty in the hotel industry. This study used data collected from chain hotels in New Zealand. Findings indicated that hotel image and customer satisfaction with the performance of housekeeping; reception, food and beverage, and price are positively correlated to customer loyalty.

Although there are research findings among brand image, customer satisfaction and so on. There are little evidences for relationships between brand image and customer satisfaction. Therefore, this study attempts to know about the relationship between brand image and customer satisfaction.

Research question and objective

Researcher raises research question as whether there is relationship between brand image and customer satisfaction?. This research question is converted into research objective as "to know the relationship between brand image and customer satisfaction".

Motivation of the Study

This study is important in several ways. Brand image is instrumental for marketing programme. Martin (1995) stated that developing and managing brand image is an important part of a firm's marketing programme. Brand image has been studied with some other constructs such as brand attitude and brand equity. James, Louis and Bruce (2001) studied about the effect of brand attitude and brand image on brand equity. Similarly, Eva and Leslie (2004) studied about the effect of brand extension strategies upon brand image.

Review of Literature

Yu-Shan (2010) studied about the drivers of green brand equity. It was studied about green brand image, green satisfaction, and green trust. This research study was information and electronics products in Taiwan. The results showed that green brand image, green satisfaction, and green trust are positively related to green brand equity. Martin (1995) studied about the effects of culture and socio-economics on the performance of global brand image strategies. This study examines the brand image-performance linkage for consumer goods in two categories marketed internationally. This study develops a conceptual framework that identifies various cultural and socioeconomic environmental characteristics of foreign markets that are hypothesized to affect brand image performance. Results from a 10 country/60 region study indicate that cultural power distance, cultural individualism, and regional socioeconomics affect the performance of functional (problem prevention and solving), social (group membership and symbolic), and sensory (novelty, variety, and sensory gratification) brand image strategies. James, Louis and Bruce (2001) found that the results indicate that brand equity can be manipulated at the independent construct level by providing specific brand associations or signals to consumers and that these associations will result in images and attitudes that influence brand equity.

Eva and Leslie (2004) studied about the effect of brand extension strategies upon brand image. From a sample of 389 consumers the paper demonstrates that the extension strategy dilutes the brand image. Through a regression analysis it is shown that the perceived quality of the brand and

consumers' attitudes towards the extension positively influence both the general brand image (GBI) and the product brand image (PBI) after the extension. While familiarity with the products of the brand only affect the GBI, the perceived degree of fit affects the PBI. Anca and Roderick (2007) studied about the influence of brand image and company reputation where manufacturers market to small firms. The results indicate that the brand's image has a more specific influence on the customers' perceptions of product and service quality while the company's reputation has a broader influence on perceptions of customer value and customer loyalty.

Kisang, Heesup, and Tae-Hee (2008) studied about the relationships among overall quick-casual restaurant image, perceived value, customer satisfaction, and behavioral intentions. The findings indicate that overall quick-casual restaurant image significantly influences perceived value, and overall quick-casual restaurant image and perceived value had a significant role in influencing customer satisfaction. Jung, and Yi (2006) studied about brand attitudes and customer satisfaction-loyalty relation that moderates the role of product involvement. Structural equation modeling shows that customer satisfaction has both direct and indirect effects on loyalty, whereas and attitudes and corporate image have only indirect effects through their mediating influence on brand attitudes.

Conceptual model

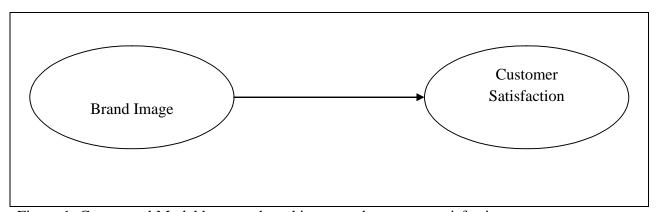Review of literature assist to develop the following conceptual model as depicted in Figure 1.

Figure 1: Conceptual Model between brand image and customer satisfaction

(Source: Review of Literature & Ismail, 2016)

Hypothesis Development

Developed hypothesis is tabulated in Table 1.

Table 1: Hypothesis development

Null hypothesis	Alternative hypothesis
There is no relationship between brand image and customer satisfaction	There is relationship between brand image and customer satisfaction

Methodology

This study considered a sample size of 200 respondents. Data were collected from these respondents during the period of fourth quarter of 2015 and the first quarter of 2016. Data collectors were trained undergraduates from South Eastern University of Sri Lanka. This study used correlation and regression analyses with for finding the relationship between brand image and customer satisfaction. SPSS having the version of 22 was applied in this study.

Results and Discussion of Findings

Correlation

Relationship between brand image and customer satisfaction is analysed using correlation analysis. Results of the correlation (0.865) indicate that there is strong correlation between brand image and customer satisfaction. Results of the correlation are tabulated in Table 2.

Table 2: Correlations

		BRANDIMAGE	CUSTOMERSATISFACTION
BRANDIMAGE	Pearson Correlation	1	.865[**]
	Sig. (2-tailed)		.000
	N	200	200

CUSTOMERSATISFACTION	Pearson Correlation	.865[**]	1
	Sig. (2-tailed)	.000	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

Hypothesis Testing

Developed hypothesis is tested and results are tabulated in Table 3.

Table 3: Results of hypothesis testing

Null hypothesis	P value	Rejection	Alternative hypothesis	Acceptance
There is no relationship between brand image and customer satisfaction	0.000	Rejected	There is relationship between brand image and customer satisfaction	Accepted

Since p value is less than 0.05 researcher rejects the null and accepts the alternative. Accepting the alternative refers to that there is relationship brand image and customer satisfaction.

Regression Analysis

Regression analysis is undertaken in two ways. The first way is to analyse regression on an overall basis. Results of an overall basis are discussed in this section.

Values of R square and adjusted R square in model summary table are 0.746 and 0747 respectively. It means that brand image explains about 75% of variation on customer satisfaction. Table 4 tabulates the values of R square and adjusted R square.

Table 4: Model Summary - Overall

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865[a]	.747	.746	2.78009
a. Predictors: (Constant), BRANDIMAGE				

F statistics in analysis of variance table is significant. Related statistics in analysis of variance are tabulated in Table 5.

Table 5: ANOVA - Overall

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4528.035	1	4528.035	585.858	.000[a]
	Residual	1530.320	198	7.729		
	Total	6058.355	199			
a. Predictors: (Constant), BRANDIMAGE						
b. Dependent Variable: CUSTOMERSATISFACTION						

Coefficient table is tabulated in table 6.

Table 6: Coefficients - Overall

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.456	2.329		1.913	.057
	BRANDIMAGE	.699	.029	.865	24.205	.000
a. Dependent Variable: CUSTOMERSATISFACTION						

Similarly, one of the two ways is to analyse regression on an individual basis. Results of an individual basis are discussed in this section.

Model Summary - Individual

Model Summary – Individual table tabulates the values of R square and adjusted R square. In terms of the values of R square and adjusted R square, brand image that is comprised of brand association, customer experience and advertising & marketing explain around 73% of variation on customer satisfaction. Related statistics are tabulated in table 7.

Table 7: Model Summary - Individual

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852[a]	.726	.722	2.90899
a. Predictors: (Constant), BRANDASSOCIATION, CUSTOMEREXPERIENCE, ADVERTISINGANDMARKETINGCOMMUNICATION				

Analysis of Variance - Individual

Table 8 tabulates about the statistics about analysis of variance. Value of SS regression, SS residual and SS total are 4399.754, 1658.601 and 6058.355 respectively. Df for SS regression, SS residual and SS total are 3, 194 and 199 respectively. MS regression and MS residual are 1466.585 and 8.462 respectively. F statistics (173.309) is significant. All the related statistics are tabulated in Table 8.

Table 8: ANOVA - Individual

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4399.754	3	1466.585	173.309	.000[a]
	Residual	1658.601	196	8.462		
	Total	6058.355	199			
a. Predictors: (Constant), BRANDASSOCIATION, CUSTOMEREXPERIENCE, ADVERTISINGANDMARKETINGCOMMUNICATION						

b. Dependent Variable: CUSTOMERSATISFACTION		

Coefficient- Individual

In terms of the coefficient table, unstandardised beta coefficients for constant is 7.885 and those of brand association, customer experience and advertising & marketing are .841, 1.161 and .602 respectively. Related statistics with respect to coefficients are tabulated in Table 9.

Table 9: Coefficients - Individual

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.885	2.363		3.337	.001
	CUSTOMEREXPERIENCE	.841	.154	.290	5.460	.000
	ADVERTISINGANDMARKETINGCOMMUNICATION	1.161	.147	.447	7.914	.000
	BRANDASSOCIATION	.602	.161	.220	3.735	.000
a. Dependent Variable: CUSTOMERSATISFACTION						

Conclusions

Results of correlation revealed that relationship between brand image and customer satisfaction is analysed using correlation analysis. Results of the correlation (0.865) indicate that there is strong correlation between brand image and customer satisfaction. Results of the hypothesis indicated

that since p value is less than 0.05 researcher rejects the null and accepts the alternative. Accepting the alternative refers to that there is relationship brand image and customer satisfaction. In terms of the results of an overall regression, Values of R square and adjusted R square in model summary table are 0.746 and 0747 respectively. It means that brand image explains about 75% of variation on customer satisfaction. F statistics in analysis of variance table is significant. In terms of the results of an individual regression, values of R square and adjusted R square. In terms of the values of R square and adjusted R square, brand image that is comprised of brand association, customer experience and advertising & marketing explain around 73% of variation on customer satisfaction. Value of SS regression, SS residual and SS total are 4399.754, 1658.601 and 6058.355 respectively. Df for SS regression, SS residual and SS total are 3, 194 and 199 respectively. MS regression and MS residual are 1466.585 and 8.462 respectively. F statistics (173.309) is significant. In terms of the coefficient table, unstandardised beta coefficients for constant is 7.885 and those of brand association, customer experience and advertising & marketing are .841, 1.161 and .602 respectively.

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