Impact of Corporate Brand Image on Employee Satisfaction

By

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I wish him all success in all his future endeavors.

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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled "**Impact of Corporate Brand Image on Employee Satisfaction**" and submitted by **Devendra Raghav** Enrollment No. IIHMR-U/02/2014-16/0017 under the supervision of **Dr. Seema Mehta** for award of Master of Business Administration of the University carried out during the period from **4th February, 2016** to **4th May, 2016** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

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Abstract

Corporate image is shaped by the entirety of perceptions of a variety of stakeholders, both existing and potential ones, such as customers, suppliers, employees, general public, opinion makers, and government officials. This study is an investigation of corporate brand image and its impact on one such stakeholder group made up of existing employees. Sales representatives of different age groups and work experience working in different pharmaceutical organizations were chosen for the study. This research tries to find out if there is any significant relationship between corporate brand image and job satisfaction among employees working for it. Data of 81 respondents was analyzed using SPSS and regression analysis revealed that a positive relationship exists between corporate brand image and job satisfaction of employees. Factor analysis conducted on data resulted in five factors that described corporate brand image in different aspects. Based on demographic data it was found that no difference in opinion exists among different age groups and work experience groups. To produce better work efforts, it is important to note that job satisfaction influences satisfactory performance output.

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Introduction

Corporate Branding In Pharma: An Evolving Strategy In The Emerging Scenario

In recent years, the corporate branding concept has attracted a lot of interest among managers, consultants and academics, as it is perceived by many to be of pivotal importance to companies in a marketplace inundated by images and where product differentiation is increasingly difficult. There has been a lack of systematic conceptual and empirical research on the term „corporate branding". This research work is an attempt to synthesize some of the key prior research on the concept corporate branding focuses mainly on corporate image and its effect on corporate loyalty. Corporate branding represents an opportunity for pharmaceutical organisations to enhance their distinctiveness through linking unique and credible corporate characteristics to their products, thus enabling important synergies to be developed.

The pharmaceutical industry is facing a fierce competition with high cost and risk associated with R&D investments. Products enjoy a relatively short period of brand exclusivity before they lose patent protection and several major products will go off patent in the years to come and multiple, lower cost generics are expected to enter the market. Differentiation is increasingly difficult and many companies are now pursuing a corporate branding strategy in order to create and sustain a competitive advantage. Huge amounts of money are spend on corporate communication and marketing activities that should help create the desired company image and improve the financial returns. Earlier pharmaceutical companies have previously felt no real need to brand their corporation due to product patents, but the increased competition has forced companies to re-think their branding strategies. The profound changes in Pharmaceutical industry have driven increased company interest in the perceptions held by key stakeholders and the value of a favorable corporate image. Many pharmaceutical companies now also accept the importance of identifying the key attributes that are used by various stakeholder groups, to form an image of a company. The success of those companies will be based on their ability to formulate corporate communication strategies to communicate consistently and effectively with both existing and newly empowered stakeholders and make them loyal towards your corporate. (1)

Literature Review

The Corporate Image

Image is a notion which an individual holds with regards to another individual, group or organization. In other words, image is an impression which an individual or a group seeks to create or strike upon others regarding himself/herself/itself. On the basis of these explanations, corporate image, shortly, can be explained as all kinds of impressions that the community makes about a corporation. Corporate image is a valuable, tangible entity which is hard to imitate and it can help to obtain superior, sustainable financial performance (Marteson, 2007, p.546).

The purpose of the corporate image is to enable the clear, accurate understanding of the firm. Corporate image is about emotions and therefore, the image about the corporation differs from person to person. The important thing for the image is to ensure that a clear and a good will are created regarding the corporation. It is possible for partial or inaccurate information to affect the corporate image in a negative way. Having a good reputation for the community that the corporation operates in elicits the creation of positive image in the eyes of target audience and therefore enabling the firm to increase its operations and its profits (Okay, 1998, p. 49).

Corporate image is comprised of four key elements in which the corporate image has influence on employees, target groups (customers, partners) and community. These are thoughts about the corporation, recognition of the corporation, reputation of the corporation and the comparability of the firm with its competitors. In this context, corporate image is established as a result of creating corporate image efforts. On that note, the corporate image notion in today's world needs to include details that concern all vital processes of the corporation, starting from the corporations’ reason of being to realizing its main purposes and its interaction with external environment (Regenthal, 1992; Yalçın, 2010, p. 28). (1)

Corporate Image and Reputation

Corporate image and reputation is considered to be a critical factor in the overall evaluation of any organization (Bitner, 1990, 1991; Gronroos, 1984; Gummesson and Gronroos, 1998; Andreassen and Lanseng, 1997; Andreassen and Lindestad, 1998; Kandampully and Hu, 2007; Sarstedt et al., 2012) because of the strength that lies in the customers' perception and mind when hearing the name of the organization (Fombrun, 1996; Hatch et al., 2003; Nguyen, 2006; Bravo et al., 2009). Thus, continuous research on corportate image and reputation is a must for those organizations that want to successfully differentiate their positioning in the market.

Kandampully and Hu (2007) stated that corporate image consisted of two main components; the first is functional such as the tangible characteristics that can be measured and evaluated easily. The second is emotional such as feelings, attitudes and beliefs the one have towards the organization. These emotional components are consequences from accumulative experiences the customer have with the passage of time with the organization. (2)

Corporate brand image:

Davies, Chun, Da Silva and Roper (2003) indicated that anything could be a brand, such as a company, corporate or name. Keller (1993) defined brand image is a perception about a brand held in consumer memory. Corporate brands are intangible assets for companies that are difficult to imitate, and it is different from products brands as emphasizing the important of brand values (De Chertanony, 1999). Ind (1997) reported that when consumers purchase products from a company, they not only buy products but also receive a set of values form the company. Corporate brands are a sum of values representing the corporate (Ind, 1997), and a positive corporate brand image is not only help companies to increase competition but also encourage consumers to re-purchases (Porter & Claycomb, 1997). Consumers more favorable the image has higher perceived in quality, value, satisfaction and loyalty (Johnson, Andreessen, Lervik, & Cha, 2001). (3)

Job Satisfaction

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity.

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. C.R.Reilly(1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. J.P. Wanous and E.E. Lawler (1972) refers job satisfaction is the sum of job facet satisfaction across all facets of a job. Abraham Maslow(1954) suggested that human needa from a five-level hierarchy ranging from physiological needs, safety, belongingess and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985)

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). Job satisfaction is complex phenomenon with multi facets (Fisher and Locke, 1992; Xie and Johns, 2000); it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Lane, Esser, Holte and Anne, 2010; Vidal, Valle and Aragón, 2007; Fisher and Locke, 1992; Xie and Johns, 2000). (4)

A study conducted by Dr. B. Sripirabaa reveal that employee satisfaction is significantly dependent upon Autonomy, Corporate image, Affinity, Employee development. (5)

RESEARCH QUESTION

Q. Does corporate brand image impact job related satisfaction of employees working for it? 9

OBJECTIVES

1. To find out the factors of corporate brand image.

2. To determine the relationship between satisfaction among employees and corporate brand image.

Research Methodology

- Research Design & Type: Cross Sectional- Descriptive 10
- Sample size: 81
- Sampling method: Non-probability, purposive sampling
- Sampling Unit: Pharma Employees (Medical Sales Reps) working in different pharmaceutical organizations
- Tools used: Questionnaire
- Technique used: Survey (Online)
- Type of data: Primary & Secondary
- Type of study: Quantitative
- Study location: Jodhpur
- Study duration: 3 month (February-April, 2016)

Results & Discussions

Demographic data

Fig: 1 Age wise sample distribution

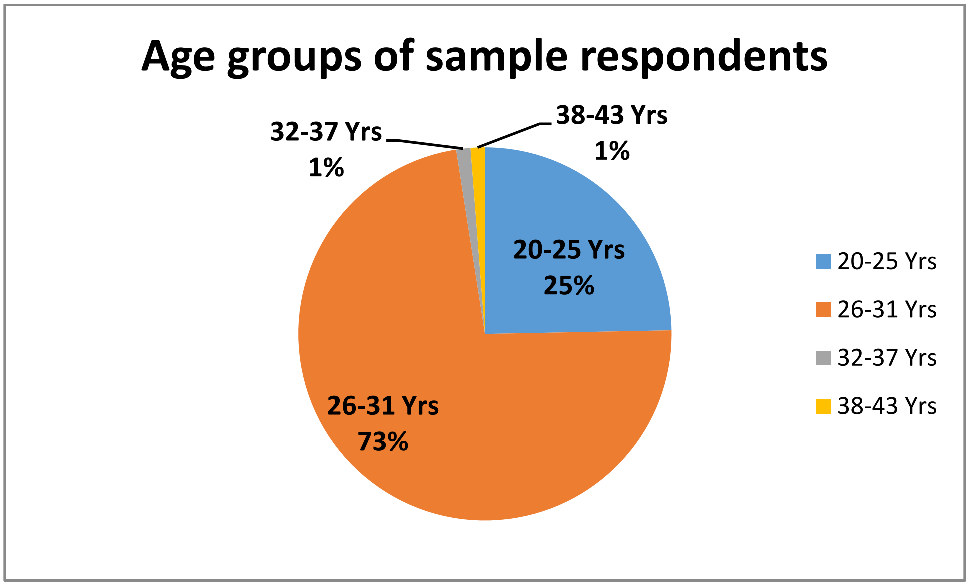


Fig: 2 Gender wise sample distribution

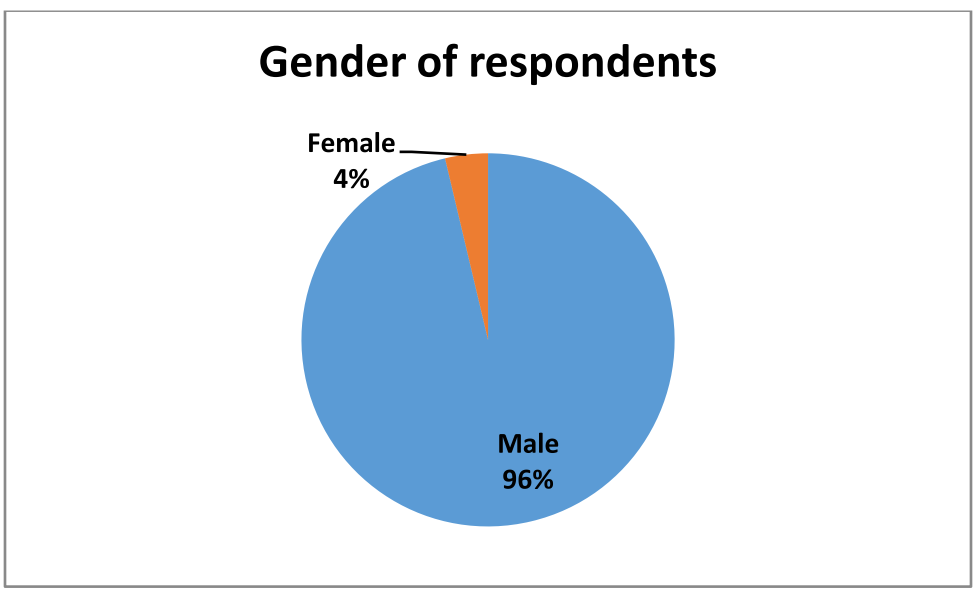


Fig: 3 Graph showing marital status of sample respondents

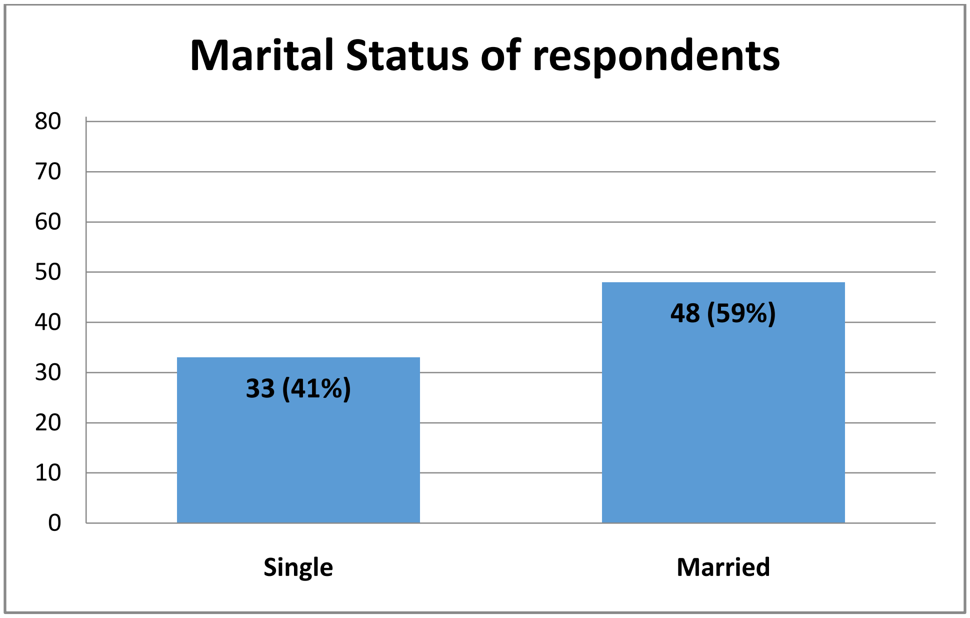


Fig: 4 Chart showing highest level of education among respondents

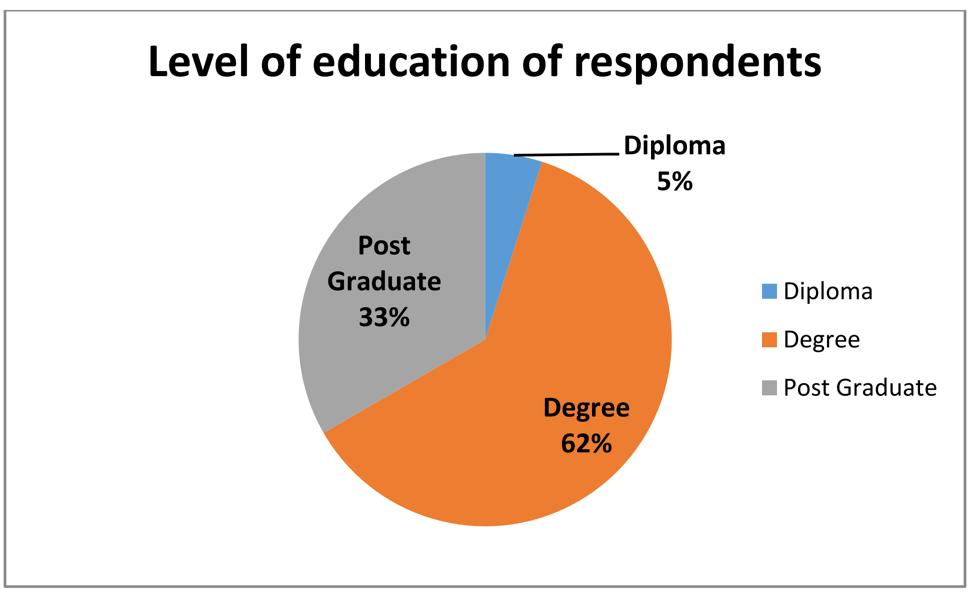
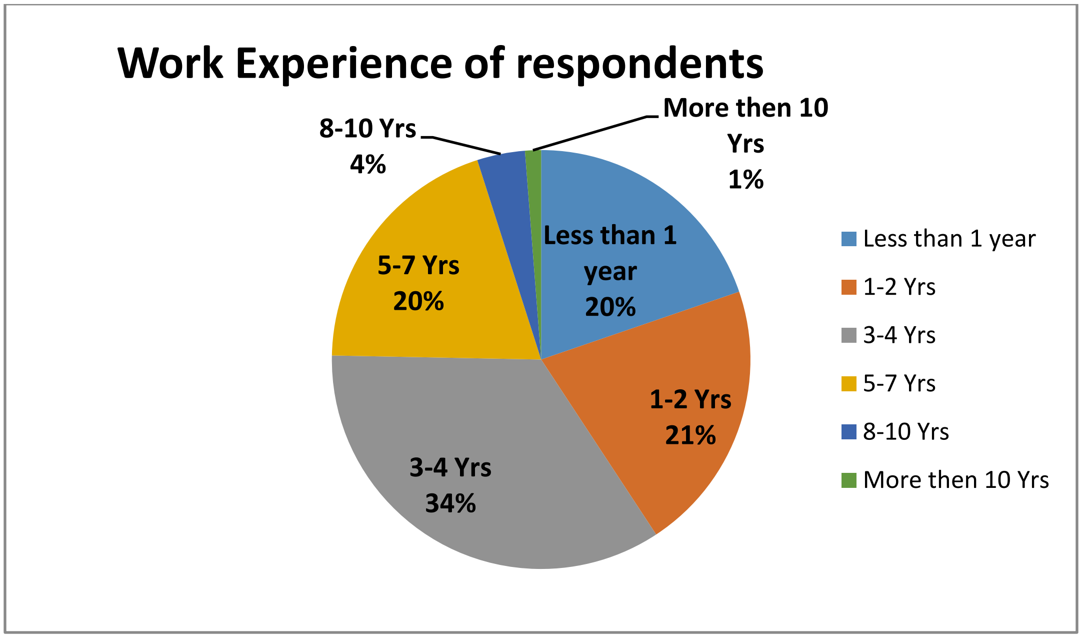


Fig:5 Chart showing work experience of respondents



The respondents of the study consisted of professionals, mainly sales representatives working in different pharmaceutical organizations. All the respondents that were contacted via online survey form returned 100% results with fully filled questionnaire, all of which were included for analysis. Most of the respondents were of the age group of 26-31 years (73%). While 59% of the respondents were Married and 41% were Single. 96% of the respondents were males as against 4% females. Respondents with experience of less than 1 year, 1-2 years and 5-7 years were similar in percentage (~20%) while nearly 34% had more than 3-4 years of experience.

1.) Reliability Analysis

Cronbach's alpha is the most common measure of internal consistency or reliability. It is most commonly used when there are multiple Likert type questions in a questionnaire. Hence it was used to confirm whether the questions measure what they intend to measure.

Table-1

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.802	.806	16

Cronbach's alpha was **0.802**, which indicates a high level of internal consistency for the scale (Table 1).

Table-1.1

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	53.4321	73.748	.316	.305	.798
Q2	53.8395	75.636	.209	.319	.806
Q3	53.6543	79.454	.055	.257	.815
Q4	53.5185	71.378	.496	.400	.785
Q5	53.1852	70.278	.516	.466	.783
Q6	53.2099	68.868	.674	.701	.773
Q7	52.8642	70.494	.593	.641	.779
Q8	53.2840	71.856	.443	.592	.789
Q9	53.2099	70.193	.450	.653	.788
Q10	53.9259	71.869	.471	.353	.787
Q11	53.5309	72.552	.482	.441	.787
Q12	53.2963	79.161	.090	.327	.810
Q13	53.5926	75.594	.286	.413	.799
Q14	53.7037	73.161	.414	.574	.791
Q15	53.2716	72.225	.543	.542	.784
Q16	54.7778	68.375	.476	.388	.786

Table 1.1 showed that removal of any question, except question 2,3 and 12, would result in a lower Cronbach's alpha. Removal of question 2 would lead to a small improvement in Cronbach's alpha, and we can also see that the "**Corrected Item-Total Correlation**" value

was low (0.055 and 0.090 respectively) for question 3 and 12. This might lead us to consider whether we should remove these items (Table 1.1).

2.) <u>Determinants of Corporate Brand Image</u>

Before factor analysis, the Kaiser- Meyer-Oklin (KMO) measure of sampling adequacy and the Bartlett'stest of sphericity were done to test the fitness of data. The KMO was 0.679 which was greater than 0.5. Bartlett's test of sphericity had a chi-square value of 417.041 with significance lower than 0.000 (Table 2).

Table-2 **KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.679
Bartlett's Test of Sphericity	Approx. Chi-Square	417.041
	df	120
	Sig.	.000

Both statistical data supported the use of factor analysis for these items.

The result of the component analysis, the respective item under each component and the item loadings are shown in Table 2.1.

Table-2.1

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
VAR00014	.736				
VAR00005	.729				
VAR00015	.718				
VAR00011	.573				
VAR00006	.522				
VAR00010					
VAR00016					
VAR00008		.851			
VAR00009		.782			
VAR00002			.783		
VAR00001			.702		
VAR00013			.545		
VAR00012				.848	
VAR00007				.522	
VAR00003					.780
VAR00004					.531

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Item VAR00010 and VAR00016 did not show any value because the absolute value below 0.5 was the minimum criteria.

Thus the dimensions obtained after factor analysis were:

Table-2.2

Factor	Factor designation	Short description	Eigenvalue
Factor-1	Career prospects & Compensation	1. is ample salary being paid 2. investment in training & development 3. Opportunity for career progression 4. Scope of variety in daily work 5. Employees being taken care of	4.557
Factor-2	Organizational Fame	1. Company is large 2.Company is among top companies	1.798
Factor-3	Organizational environment	1. enjoy an informal culture 2. freedom to take initiative 3. proper usage of academic degree	1.407
Factor-4	Organization standards	1. work as per standard schedule of company 2. performers are recognized and recorded	1.307
Factor-5	Organization Flexibility	1. company adapts to changes in market 2. your colleagues have things in common	1.203

A total of 5 factors were obtained as a result of factor analysis which together accounted for **64.2** percent variance.

The first factor "Career prospects & Compensation" accounted for **28.48** percent variance. It constituted career progression of employee; investment on training and development; enhancing skills by providing variety in daily work; compensation included current salary being paid and how organization takes care of their employee.

The second factor was "Organizational Fame" which accounted for **11.23** percent variance. It included the aspects relating to company size in terms of work force, financially and its perceived ranking among sales representatives.

The third factor was "Organizational environment" which accounted for **8.78** percent variance. It covered the aspects like informal culture, freedom to take initiative.

Fourth dimension was "Organization standards" which accounted for **8.17** percent variance. It covered attributes like standard schedule to work, performance recognition and rewards.

Lastly, "Organization Flexibility" which accounted for **7.5** percent variance consisted attributes like organiations adaptability to market, colleagues having things in common.

The dependent variable "Job Satisfaction" was measured by adapting Cammann et. al. (1983) three-item scale. It measured overall satisfaction level of an employee. Though there were similar scales available for the purpose but most of them pertained to some specific condition.

Below table (Table 2.2) shows total variance :

Table-2.3

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.557	28.483	28.483	4.557	28.483	28.483	3.060	19.126	19.126
2	1.798	11.235	39.719	1.798	11.235	39.719	2.098	13.111	32.238
3	1.407	8.792	48.511	1.407	8.792	48.511	1.988	12.424	44.662
4	1.307	8.171	56.681	1.307	8.171	56.681	1.751	10.944	55.606
5	1.203	7.517	64.199	1.203	7.517	64.199	1.375	8.593	64.199
6	.905	5.659	69.857						
7	.834	5.213	75.070						
8	.736	4.602	79.672						
9	.689	4.308	83.980						
10	.642	4.014	87.994						
11	.499	3.120	91.114						
12	.416	2.601	93.715						
13	.350	2.186	95.901						
14	.305	1.904	97.806						
15	.194	1.211	99.017						
16	.157	.983	100.000						

Extraction Method: Principal Component Analysis.

These five factors explain **64.2** percent cumulative variance. Remaining 35.8 percent variance owes to other factors not covered in this study.

The first factor ''Career prospects & Compensation'' explains maximum variance (28.48) signifying that sales representatives are more career oriented and at the same time give importance to what they are being paid as compensation. What a company as an employer can derive out of it that they need to focus on providing training as a mandatory part of induction and not only that they should do it on routine basis. It leads to increase in employee skills which they think is useful in their carrier progression. They also must try to break monotony in work by inculcating variety in work. It makes the employee enjoy his/her work.

The second factor “Organizational Fame” follows “Career prospects & Compensation” and signifies how their organization is perceived in the ranking order with similar organizations in the market. Though not every organization is large but an employee gives this factor a good amount of weightage. It can be reasonably said that employee does have a sense of pride to get associated with a large organization.

The third factor "Organizational environment" implies that employee gives due attention to informal working too nowadays. Employee today are highly educated and way more expressive for new ideas. An organization therefore must try turn this talent pool in their favour by giving them their space too, so that they feel free to come up with new and better ideas to help resolve day to day problems. The organizations therefore must try to provide a mixture of informal culture with the existing culture. Employee feels motivated when he/she gets freedom for expression and contributes towards developing the corporate brand image.

The fourth factor "Organization standards" signifies that an employees does like to express freely but give due respect to standards of an organization. An organization follows dozens of standards like standards of work, standards of compensation, standards for performance evaluation, standards of appraisal and many more. As an organization it must try to strike a balance between bare minimum and maximum standards to be followed. As this factor contributes towards developing corporate brand image, therefore an organization must keep in mind the liberties of employee while deciding various standards.

The last factor "Organization Flexibility" depicts the adaptability of an organization to its surrounding and constantly changing situations in the market. employees like to work in an organization that works beyond the present scenarios. A farsightedness for an organization helps to adapt an organization to respond quickly and stay in the market for long run. Employee therefore likes to work in any such organization which changes according to the direction of market. Employee takes pride and feels safe with any such organization.

3.) Linear Regression

Table-3

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.399[a]	.159	.149	1.72688

a. Predictors: (Constant), CBI_Independent

b. Dependent Variable: JS_Dependent

The Model Summary (Table 3) provides the correlation coefficient and coefficient of determination (r^2) for the regression model. A coefficient of .399 suggests there is a positive relationship between corporate brand image and job satisfaction of an employee. The value of r^2 = 0.159 suggests that 16% of the variance in job satisfaction can be explained by corporate brand image.

Table-3.1

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.660	1	44.660	14.976	.000[a]
	Residual	235.587	79	2.982		
	Total	280.247	80			

a. Predictors: (Constant), CBI_Independent

b. Dependent Variable: JS_Dependent

The ANOVA (Table 3.1) tells us whether our regression model explains a statistically significant proportion of the variance. Specifically it uses a ratio to compare how well our linear regression model predicts the outcome simply using the mean of the outcome data. The regression model is significant with F value = 14.97. Thus we can assume that there is a linear relationship between the variables in our model.

Table-3.2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.789	1.234		3.881	.000
	CBI_Independent	.083	.021	.399	3.870	.000

a. Dependent Variable: JS_Dependent

The Coefficients table (Table 3.2) gave us the values for the regression line. The next table shows the regression coefficients, the intercept and the significance of all coefficients and the intercept in the model. Linear regression analysis estimated the linear regression function to be

$$y = 4.789 + .083 * x$$

The intercept (B) = 4.789. B value of 0.083 signifies that **for every one unit increase in corporate brand score the model predicts an increase of 0.083 unit change in job satisfaction score**. The t-test finds that both intercept and variable are highly significant ($p < 0.001$) and are non zero. (7)

4.) <u>Compare Means (Independent Sample T-test)</u>

1. Between age group 20-25 Yrs (1) and 26-31 Yrs (2)

H_0 = There is no difference on the opinion on Corporate Brand Image among different age groups

H_a = There is difference on the opinion on Corporate Brand Image among different age groups

Table-4

Group Statistics

	group	N	Mean	Std. Deviation	Std. Error Mean
Age	1	20	59.5000	8.64200	1.93241
	2	59	56.5085	9.05610	1.17900

Table-4.1

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	20 df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Age	Equal variances assumed	.028	.868	1.291	77	.201	2.99153	2.31724	-1.62270	7.60575
	Equal variances not assumed			1.322	34.225	.195	2.99153	2.26368	-1.60772	7.59077

The Sig. value = 0.868. (p > 0.05). A value greater than .05 means null hypothesis (H0) is accepted. That the scores in one condition do not vary too much more than the scores in our second condition, in other words, variability in the two conditions is not significantly different.

The Sig (2-tailed) value = 0.201 (>0.05) concludes that there is no statistically significant difference between the two conditions, the differences between condition Means are likely due to chance and not likely due to manipulation.

2. Between Work Experience group: Less than 1 year (1) and 1-2 years (2)

H_0 = There is no difference on the opinion on Corporate Brand Image among different work experience groups

H_a = There is difference on the opinion on Corporate Brand Image among different work experience groups

Table-4.2

Group Statistics

	Grouping	N	Mean	Std. Deviation	Std. Error Mean
WorkEx	1.00	16	55.4375	9.20847	2.30212
	2.00	17	56.7059	9.35257	2.26833

Table-4.3

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
WorkEx	Equal variances assumed	.007	.936	-.392	31	.698	-1.26838	3.23345	-7.86305	5.32629
	Equal variances not assumed			-.392	30.931	.697	-1.26838	3.23188	-7.86044	5.32368

The Sig. value = 0.936 ($p > 0.05$) means null hypothesis (H0) is accepted. That the scores in one condition do not vary too much more than the scores in our second condition.

The Sig (2-tailed) value = 0.698 (>0.05) concludes that there is no statistically significant difference between the two conditions, the differences between condition Means are likely due to chance and not likely due to manipulation.

3. Between Work Experience group: 1-2 years (1) and 5-7 years (2)

H_0 = There is no difference on the opinion on Corporate Brand Image among different work experience groups

H_a = There is difference on the opinion on Corporate Brand Image among different work experience groups

Table-4.4

Group Statistics

	Grouping	N	Mean	Std. Deviation	Std. Error Mean
WorkEx	1.00	17	56.7059	9.35257	2.26833
	2.00	16	56.6875	11.05573	2.76393

Table-4.5

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
WorkEx	Equal variances assumed	.096	.758	.005	31	.996	.01838	3.55707	-7.23631	7.27307
	Equal variances not assumed			.005	29.475	.996	.01838	3.57556	-7.28935	7.32611

The Sig. value = 0.758 ($p > 0.05$) means null hypothesis (H0) is accepted. That the scores in one condition do not vary too much more than the scores in our second condition.

The Sig (2-tailed) value = 0.996 (>0.05) concludes that there is no statistically significant difference between the two conditions, the differences between condition Means are likely due to chance and not likely due to manipulation.

4. Between Work Experience group: Less than 2 year (1) and 5-7 years (2)

H_0 = There is no difference on the opinion on Corporate Brand Image among different work experience groups

H_a = There is difference on the opinion on Corporate Brand Image among different work experience groups

Table-4.6

Group Statistics

	Grouping	N	Mean	Std. Deviation	Std. Error Mean
WorkEx	1.00	16	55.4375	9.20847	2.30212
	2.00	16	56.6875	11.05573	2.76393

Table-4.7

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
WorkEx	Equal variances assumed	.062	.804	-.348	30	.731	-1.25000	3.59709	-8.59624	6.09624
	Equal variances not assumed			-.348	29.050	.731	-1.25000	3.59709	-8.60632	6.10632

The Sig. value = 0.804 (p > 0.05) means null hypothesis (H0) is accepted. That the scores in one condition do not vary too much more than the scores in our second condition.

The Sig (2-tailed) value = 0.731 (>0.05) concludes that there is no statistically significant difference between the two conditions, the differences between condition Means are likely due to chance and not likely due to manipulation.

Conclusion

The analysis covered different aspects of corporate brand image. By factor analysis five factors were identified, namely: a) Career prospects & Compensation b) Organizational Fame c) Organizational environment d) Organization standards e) Organization Flexibility which were found to be affecting Corporate Brand Image. The results of linear regression confirmed the existence of a positive relationship between corporate brand image and job related satisfaction among employees. Although only 16% of variance in Job Satisfaction was attributed to Corporate Brand Image and a majority of factors remain out of scope of this study. But the relationship was linear among the variables. As there is a relationship between Corporate Brand Image and Job Satisfaction, the organizations must invest in increasing the brand image which will not only serve to increase its goodwill in the market but also lead to satisfaction among employees working for it which will again lead to increased productivity among employees. Independent sample T-Test was conducted among various groups to identify if any difference in opinion existed among the respondents belonging to specific groups meant for the purpose. The results however confirmed that no such variations were seen among opinions of different groups.

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