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An Exploration of the alignment between the leadership brand and corporate brand attributes

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ABSTRACT

Leadership branding is a relatively new construct in academic literature. It has been largely written about in popular press articles in order to describe the brand exhibited by the leadership of the organisation. The leadership brand influences the behaviour of the employees as well as the perception of the external stakeholders. The influence on the stakeholders' are largely through the leadership's interaction with the stakeholders as well as their involvement in establishing and managing the corporate brand of the organisation. A strong corporate brand has been proven to provided benefits to an organisation; the influence the leadership has on corporate brand creation and management thus directly affects the benefits.

Considering there are no studies investigating the leadership brand relative to the corporate brand, a list of attributes by Ulrich and Smallwood (2009) was modified in order to fulfil the purpose of the study; to determine whether a leadership brand exists and whether it has any relationship to the corporate brand. Exploratory quantitative analysis was used in order to achieve the research objectives. The questionnaire was distributed to 140 employees of a large mining organisation in South Africa.

It was found that a leadership brand is present within the organisation and that it relates well to that of the organisation's corporate brand. The analysis of the results revealed that there are a distinct group of brand attributes displayed by the leadership of the organisation that culminate in the development of the organisation's corporate brand. Further investigations regarding how the demographics of the respondents influenced their perception of the leadership brand yielded no conclusive evidence, thus indicating that that the leadership brand is achieved regardless of the composition of the organisation.

The findings from the research have contributed to the current academic knowledge regarding the leadership brand. Furthermore, the research can assist organisations in constructing and managing the corporate brand of the organisation. Identifying the leadership brand and ensuring that the organisation's communication is aligned with that of the leadership brand assists in creating brand consistent behaviour within the organisation and establishes credibility with external stakeholders.

KEY WORDS

Leadership Brand; Corporate Brand, Internal Branding

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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Barry Jones

iii

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TABLE OF CONTENTS

vi

LIST OF FIGURES

LIST OF TABLES

viii

CHAPTER 1 - INTRODUCTION

1.1 INTRODUCTION

Brands are significant decision making tools to various stakeholders; brands assist in determining both the buyer's and employees' behaviours towards the organisation. When correctly managed, the corporate brand is an asset for an organisation. Brands emanate from various guises and transcend into symbols that denote either ownership or image (Balmer & Gray, 2003).

The development of brand literature, and in particular corporate branding, has illustrated that branding is a process that synthesises additional information pertaining to what an organisation is and what it aspires to be. The information garnered from branding includes the values that are instilled within the organisation; these values are incorporated into the corporate brand message and communicated both internally and externally. It is through this communication that a corporate brand is strengthened. The corporate brand becomes the pivotal aspect when interaction between various stakeholders takes place (Balmer & Gray, 2003).

A corporate brand is the vision, voice and behaviour of an organisation's identity and it encompasses the business model that the organisation has adopted (Jarventie-Thesleff, Moisander, & Laine, 2011). The corporate brand creates the culture and vision of the organisation; which in turn creates a unique proposition for the different stakeholders (Hatch & Shultz, 2003). Corporate branding is different to product branding in that corporate branding generates a multi-stakeholder approach and requires different management and maintenance to that of a product brand (Balmer & Gray, 2003). Corporate branding involves input from the whole organisation. The multi-faceted composition of corporate branding is generally distilled from within the organisation as a whole, whereas product brands can be contrived in order to portray a desired meaning for the consumer (Balmer, 2012).

The management and responsibility of corporate branding reaches across all levels of an organisation, whereas the management and responsibility of product branding is restricted to individuals within an organisation. The dimensions of a corporate brand require

alignment in order to make it successful; these are far more extensive than those of a successful product brand. The dimensions include strategy, communication, vision, corporate identity and values. A product brand, however, only requires alignment between product performance and brand values in order to be viewed as successful (Balmer, 2001).

Corporate branding attempts to align different elements within an organisation in order to create a consistent and powerful vision both of and for the organisation as a whole. Product branding tends to be diffused over various product lines, as each product has a different message to convey, and tends to be less powerful than that of the corporate brand (Hatch & Schultz, 2001).

To further define a corporate brand it can be explained as the explicit promise of an organisation to its various stakeholder groups (Foster, Punjaisri, & Cheng, 2010). The constructs that constitute corporate branding however have been debated extensively and very little consensus on what creates a corporate brand exists (Abratt & Kleyn, 2012).

Cornelissen, Christensen, and Kinuthia (2012) used the term "umbrella construct" when defining a corporate brand. This term denotes an inclusion of multiple constructs where each is of equal importance in defining a corporate brand. The various constructs that make up a corporate brand include strategy and vision, mission, communication, reputation and organisational cultures.

Hatch and Schultz (2003) defined the relationship between the constructs of corporate branding as the drivers of creating a strong corporate brand. The relationship between organisational culture, vision and image of an organisation ensure that the promises made by the organisation are delivered. Strategic vision is the aspiration of management to establish an organisation's goals. Culture is categorised as the basic beliefs of an organisation and how those beliefs are manifested through the employees. The image is defined as the perception created by external stakeholders of the organisation.

Melewar, Gotsi, and Andriopoulos (2012) concurred that strong corporate brands are created when the stakeholders perceive a strong relationship between organisational culture and corporate image. These relationships involve both senior management ensuring that the organisational values are incorporated into the corporate brand as well as employees understanding and exhibiting the corporate values though their interactions

2

internally and with external stakeholders. The external perception of the corporate brand is referred to in the literature as the corporate image (Dowling, 1993). The corporate image deals with aspects of corporate branding; such as the company's vision, marketing, communication, corporate strategy, organisational design and culture. The benefits derived from an external stakeholder's positive perception of the corporate image are immense (Dowling, 1993).

Studies conducted by Knox and Bickerton (2003) indicate that different channels of communication are required to communicate the corporate brand to various stakeholders, both internally and externally. Internal corporate brand communication is essential in ensuring that employees portray a consistent image of the corporate brand to external stakeholders (Foster et al., 2010). The brand promise is relayed to the customers through the corporate brand which includes the brand values of the organisation. The inclusion of the organisation's values within the brand promise emphasises the importance employees have in ensuring that brand consistent behaviour is displayed. In order for employees to understand the corporate values inherent in the corporate brand it is important to implement the internal branding process simultaneously as that of the corporate brand strategy (Foster et al., 2010).

Internal branding is regarded as the alignment of staff's behaviour with the corporate brand's identity, and should reflect the corporate culture (Punjaisri, Wilson, & Evanschitzky, 2008). Internal branding allows the employees to have an understanding of the corporate brand values, as this understanding contributes to defining the corporate brand, according to Cornelissen et al. (2012).

According to Foster et al., (2010 p. 402) "Internal branding has as its focus the internal constituencies, namely existing employees"; this includes all employees not only those with customer facing roles. The crucial principle of internal branding is to ensure that customers' expectations about the organisation are met through the brand promise.

Internal branding activities assist in enhancing the employees' emotional and intellectual engagement with the brand (de Chernatony & Segal-Horn, 2001). Employees who identify with the organisation tend to assist the organisation in accomplishing the organisation's strategic objects; these objectives are defined by top management as their aspirations for the organisation (Hatch & Shultz, 2003)

3

Vallaster and de Chernatony (2006) expanded on the internal branding process by emphasising the importance of leadership in aligning the individual's behaviour to that of the corporate identity. Research done by Punjaisri et al., (2008) demonstrated that relationships with leaders and employees could impact the internal branding process, and the nature of this relationship then has an impact on the corporate brand. Internal branding conducted correctly allows management to leverage the internal branding process to develop employees' brand behaviour in order to align it to that of the corporate brand.

The importance of the involvement of management in adding value to an organisation's branding is shared by Balmer and Greyser (2006) who demonstrated that misalignment between the Chief Executive Officer and the organisation's brand profile can undermine the brand value of both the Chief Executive Officer and the organisation. Organisations can benefit from not only managing product brands and corporate brands, but also by managing the leadership brand (Bendisch, Larsen, & Trueman, 2013).

Emphasising the role of leadership in managing and maintaining the corporate brand is thus critical to the organisations success. "Effective leadership fosters employee commitment which in turn influences their brand adoption and brand supporting behaviours" (Merrilees, Wallace, Buil, de Chernatony, & Guest, 2013, p. 146); however the leadership brand needs to be aligned to that of the organisation.

A relatively recent addition to the literature is the construct of the leadership brand. The leadership brand portrays a leader's distinct identity and communicates the value offered by the leader (Ulrich & Smallwood, 2009), similar to the message a corporate brand portrays.

The leader portrays two brands, that of the individual as well as that of the corporate brand. The leadership brand is influenced through their reputation with stakeholders as well as the organisation's identity that is displayed. The identity of the leadership brand assists in identification, differentiation and creating a unique profile of a leader. A unique profile distinguishes the leader and the organisation from rival brands. In order for the leader's image to be considered powerful it needs to be aligned with the stakeholder's desired image of the leader. A strong alignment between the identity and the reputation of the leader assists in developing a leadership brand which in turn creates value for the organisation (Bendisch, Larsen, & Trueman, 2013).

4

Herbst (2003c), as cited in Bendisch et al., (2011) indicated that personality is the key to creating an identity for a person as a brand. Ulrich and Smallwood (2009) defined a list of personality traits in order to define an individual's leadership brand, and indicated that these leadership traits can be developed in order to enhance the individual's identity. The behaviour of the leader should be aligned to the desired organisation's brand, as strong leadership brand traits need to resonate with both the employees as well as the organisation (Ulrich and Smallwood, 2007).

The reputation of the leader is created by stakeholder's perception of the leader. The reputation can be considered the collective opinion of various stakeholder groups; it is formed based on the congruency between the image and that of the organisation's communication to the stakeholders (Bendisch et al., 2011).

1.2   RESEARCH PROBLEM

In order to build a strong corporate brand the leadership brand must align to that of the corporate brand. The alignment of the leadership brand to that of the corporate brand has not been tested.   The theory suggests that leaders in an organisation are critical in ensuring brand consistent behaviour, and this should be observed by all stakeholders as a reaffirmation that their behaviour is congruent to that of the corporate brand.

1.3   RESEARCH AIM

The research attempts to understand whether there is relationship between the leadership brands and the corporate brand within an organisation; and the nature of such a relationship, should one exist. The research aims to explore the relationship between personal brand traits of leaders relative to those of the corporate brand by using the brand attributes developed by Ulrich and Smallwood (2009) in order to compare these traits to those of the corporate brand.

The different functions in an organisation were examined. Sheikh and Lim (2011) found misalignment between the corporate brand and the employees within an engineering consulting firm. They found that the corporate brand is derived by senior management in order to reflect an idealised mission statement, while the personnel and strong brand attributes from within the organisation are ignored. This misalignment between corporate

5

brand and employees can lead to conflict and alienation between employees and the organisation. This research attempted to determine whether the misalignment with the corporate brand is a consulting engineer's phenomenon or whether various elements of the corporate brand resonate with various functions when choosing an idealised leadership brand.

1.4   SCOPE OF RESEARCH

The research was conducted in the context of a single organisation. The scope of the research was limited to South African employees in a corporate office of a large mining company. The focus of the research is relevant in that it focuses on leadership brand attributes inherent in an organisation and relates them to a corporate brand.

1.5   RESEARCH OUTLINE

Chapter one describes the scope of the research in that it defines the research problem as well as the objective of the research. The relationship between the research problem and research objective are explained using relevant literature to support the research problem.

In chapter two the literature review emphasises the relevant literature relating to the research problem.   The literature is used to support the research problem been investigated. The key focus of the literature research pertains to: i) corporate branding, ii) internal branding, iii) leadership branding.

Chapter three defines the precise purpose of the research, and the research questions are stated.   The procedures followed in the research methodology in order to answer the questions in chapter three are supported in chapter four, in including the sampling and data analysis procedures.

The findings of the research related to the hypothesis established are described in chapter five. In chapter six the data is presented and discussed in relation to the research problem, hypothesis and literature review. Relevant literature is used to support the findings in terms of the context and as well as the current theory base. Chapter seven discusses the crucial findings and includes recommendation to the relevant stakeholders.   It also demonstrates the shortcoming and lists areas for further research.

6

CHAPTER 2 - LITERATURE REVIEW

2.1 INTRODUCTION

The corporate brand of an organisation is derived from the inclusion of multiple stakeholders' influences and attributes. The approach involves external branding, internal branding and communication that ensure a consistent brand message is relayed to all stakeholders (Foster, Punjaisri, & Cheng, 2010). Employees are a critical part of the communication process to ensure that the desired messages are relayed to the customers; which in turn determine the external stakeholders' views of the organisation and hence influence the corporate brand. A consistent message ensures that a strong brand is created and that benefits are derived from the corporate brand itself (Knox & Bickerton, 2003). Benefits include attracting and retaining the desired employees (Lemmink, Schuijf, & Streukens, 2003), that too will assist in defining the corporate brand.

Employees are instrumental in helping to shape the corporate brand through their behaviour and affinity toward the corporate brand (Knox & Bickerton, 2003). The involvement of the employees in the corporate branding process is largely through the culture propagated within an organisation and is examined by their interaction with external stakeholders (Balmer, 2001a). To ensure that employees become brand ambassadors for the organisation, their culture and beliefs are required to align with that of the organisation's beliefs and culture; and these then need to be integrated into the corporate branding process (Punjaisri & Wilson, 2011).

Internal branding assists in generating alignment between the corporate brand and the employees themselves. Internal branding educates the employees about the desired corporate brand and brand identity created by the organisation. Once the employees understand the corporate brand and assimilate those attributes to their individual values, the relationship between the organisation and the customers who shape the external stakeholder perception of the corporate brand will be strengthened (Foster et al., 2010).

Personal brands are developed by individuals in an organisation. The leader's personal brand has a large influence over employee behaviour and thereby also influences the corporate brand. The strategy of an organisation is determined by its' leadership, which in

7

turn affects the corporate brand both in defining it as well as managing it (Foster et al., 2010).

The leadership brand is a new construct in the branding literature and involves the collective brand displayed by the leaders of an organisation (Ulrich & Smallwood, 2009). The leadership brand impacts on the perception of the corporate brand by external stakeholders and defines the culture and strategy of the organisation which are determinants in defining the corporate brand (Ulrich & Smallwood, 2009). The alignment of the leadership brand is thus imperative in establishing and maintaining the corporate brand, as well as how it is portrayed to all stakeholders.

2.2 CORPORATE BRANDING

The definition of a corporate brand has been widely debated in the literature. Balmer (2001a) described the corporate brand as a dependant entity that incorporates structural and cultural aspects of the organisation. Knox and Bickerton (2003 p. 1013) expanded on this definition in order to define the corporate brand as "the visual, verbal and behavioural expression of an organisation's unique business model". Foster, Punjaisri, and Cheng, (2010, p. 402) stated that "Corporate branding concerns the systematic planned management of behaviour, communication, and symbolism in order to attain a favourable and positive reputation with target audiences of an organisation".

The corporate brand is revealed to all stakeholders through a defined branding proposition (Balmer, 2001a) and acts as the promise between the organisation and its stakeholders. It therefore needs to be understood and communicated to all employees in the organisation (Foster et al., 2010) as well as displayed through the company's actions (Tilley, 1999). The promise made by the corporate brand is derived from the organisation's aims, ethos and culture and is reflected in the corporate identity of the organisation (Foster et al., 2010). Corporate identity, according to Aaker (2004), represents the corporate brand and encompasses the ethos, aims and values of the organisation. It is the corporate identity that acts as a link between the organisation and its customers. De Chertoney and Harris (2000) described the corporate identity as a differentiator the organisation can use create a sense of individuality for the organisation. The corporate identity according to Balmer (2001b) is the foundation of the corporate brand.

Balmer (1995) indicated the need for corporate brand development to involve a multidisciplinary approach by considering strategy, organisational culture and corporate communications. The corporate brand requires input from both employees and leaders in order to ensure its success. The leaders are viewed as brand managers whereas the employees are crucial parts of the branding process as they ensure the desired brand behaviour is displayed to external stakeholders (Balmer & Gray, 2003), thereby assisting in the maintenance of the corporate brand (Balmer, 1995). Hatch and Shultz (2001) elucidated that the interaction between strategies, organisational culture and corporate communications are more important when defining the corporate brand, and that these interactions ensure that consistent brand behaviour is achieved throughout the organisation.

Knox and Bickerton (2003) emphasised that the corporate brand should be aligned to the business processes within an organisation to ensure that there is uniformity between what is been promised and what is delivered. The multi-stakeholder approach to corporate branding ensures that a holistic understanding is adopted; this approach should include operations, strategy, communication and knowledge management (Knox & Bickerton, 2003). The strategy of an organisation is one of the primary concerns for management (Balmer & Gray, 2003), hence corporate brand formation is an important aspect of an organisation's strategy (Balmer, 1995), where a corporate brand provides benefits to the organisation and impacts on the organisations success (Dowling, 1993).

Hatch and Schultz (2003) described the corporate branding process as a set of collaborative activities in which the organisational culture, brand image and strategic vision are aligned. The alignment of these activities ensure that the brand promise is delivered upon in the daily activities of the organisation. The elements of a corporate brand that require alignment, according to Hatch and Shultz (2003), include: managements' vision for the future, the internal values; the manifestation of the culture within the organisation and the perception of the organisation by external stakeholders. The management within these four frameworks require organisation-wide commitment and integrated effort by all departments. Knox and Bickerton (2003) expanded on the work done by Hatch and Schultz (2003) and incorporated the external environment as an additional construct that impacts the corporate branding process.

Corporate branding is an organisational process (Abratt & Mofokeng, 2001) that requires input from multiple levels within an organisation. In creating a corporate brand complexities arise as a result of the multiple internal stakeholder approach due to the various cultures present within an organisation (Knox, & Bickerton, 2003). A corporate brand is considered both a tangible and intangible offering, adding to the complexity in ensuring that the multiple stakeholders' needs are satisfied (King, 1991), and that social and ethical responsibilities of the organisation are accounted for (Ind, 1997) in the corporate branding process.

Creating a corporate brand framework should include an "outside in" and an "inside out" approach in order to ensure all stakeholders are accounted for when defining the context of the corporate brand (Van Riel, 1995). The positioning of the corporate brand should reflect the unique value proposition offered by the organisation (Sealey, 1999); this includes both the tangible and intangible offerings (Van Riel, 1995). Knox and Bickerton, (2003) indicated that linking customer value to that of the current brand strength and desired position of the organisation when compared to competitors should be used in order to create the correct value proposition of the corporate brand. In order to communicate this value proposition to all stakeholders, management is required to consolidate the brand positioning statement (Knox & Bickerton, 2003); consequently management's involvement is crucial in maintaining the consistency and continuity of the corporate brand (Van Riel, 1995).

Sheikh and Lim (2011) found misaligmement between the corporate brand and the employees within a engineering consulting firm. The corporate brand is derived by senior management in order to reflect an idealised mission statement, the personnel and strong brand attributes from within the organisation are ignored. This misalignment between corporate brand and employees can lead to conflict and alienation between employees and the organisation (Gotsi, Andriopoulos, & Wilson, 2008). The potential for misalignment stresses the importance of leadership in creating a corporate brand, and adopting a multi stakeholder approach.

Balmer and Geyser (2002) defined five identities that leaders need to recognise and manage within an organisation, these are namely actual identity, communicated identity, conceived identity, ideal identity and desired identity. These identities need to be managed in order to ensure consistent brand behaviour is aligned between what the

organisation portrays (communicated identity) and what they are currently delivering (actual identity). It also means that leaders need to be cognisant of the organisation's vision (desired identity) and its strategic objectives required to achieve its goals (ideal identity), and finally how the organisation is perceived by external stakeholders (conceived identity). Managing these identities requires a company-wide approach that should be initiated by the leaders of the organisation. During this process, it is worthwhile to remember that not all these identities are under the control of the organisation because external stakeholders are involved, and these identities have different lifecycles within an organisation (Balmer & Geyser, 2002).

Corneliseun et al. (2012) critiqued the models by Hatch and Shultz (2003) and Balmer and Geyser (2002) for creating a corporate brand, in that both models fail to recognise the importance of the communication in "organisation-stakeholder" interactions. Corneliseun et al. (2012) argued that the constructs used in corporate branding are too vague and generalised in order to test the models, and that the communication of the corporate brand is described as one-way communication within these models; from the organisations to the stakeholders. Corneliseun et al. (2012) affirmed that the corporate brand and corporate identities are constantly evolving and are not stipulated by the organisation, but rather by the external stakeholders themselves. The identities of the organisation are formed through stakeholder communication and this communication determines the perceptions that are formed. These stakeholder communications are perceived to be critical in the identity formation process in that they are capable of defining the corporate identity and brand offering of the organisation (Abimbola, 2009).

The mind-set of the organisation has the ability to establish, develop and protect the organisational brand and understanding the core values assist in achieving the desired organisational mind-set. The core values of an organisation are constantly changing, and the "values rooted in the organisation need to resonate with the values perceived and appreciated by the customer over time, and vice versa" (Urde, 2009 p. 616).

2.3 BENEFITS OF THE CORPORATE BRANDING

Corporate branding is a powerful tool used to portray the corporate image of an organisation (Gurhan-Canli, & Batra, 2004), which can be transformed through the coordination of multiple aspects, namely "vision, marketing communications, strategy

organisational design and culture" (Dowling, 1993, p. 101). The corporate brand represents a set of cultural values inherent within the organisation, as well as external stakeholders' perception of the organisation (Urde, 2009). The incorporation of this perception is described by Le Blanc and Nguyen (1996) as an effective tool in influencing the behaviour of buyers. The higher the corporate brand dominance, the more likely consumers are to buy the product, as the risk in purchasing the product is perceived as lower by the customer. The communication of the corporate brand is influential in reducing the risk, as the corporate brand is associated with that of the product brand (Gurhan-Canli & Batra, 2004).

The use of an organisation's reputation in marketing products or services has been depicted by Le Blanc and Nguyen (1996) as being effective in improving sales. The reputation of an organisation is derived from the corporate branding activities over time (Abratt & Kleyn, 2012), hence making corporate branding instrumental in promoting products or services. Lemmink et al. (2003) demonstrated that the corporate image can have positive effects of attracting new personnel to an organisation. Turban and Cable (2003) expanded on this notion, and demonstrated that organisations that have good images, as perceived by external stakeholders, have more applications for positions than organisations that have images that are not well perceived. The corporation's image, as perceived by external stakeholders, is one of the constructs that define the corporate brand (Balmer, 2001).   Roberts and Dowling (2002) demonstrated that a positive correlation between corporate reputation and financial performance exists, and that a strong corporate reputation limits the infringements on competitors who are attempting to duplicate ideas.

The benefits of corporate branding are derived from communicating a consistent corporate brand, and so consistency has been noted as an important element when creating a successful corporate brand.   It is therefore essential that the brand positioning is communicated consistently to all stakeholders, through both management and employees (Knox & Bickerton, 2003). Communicating the identity created can be subdivided based on elements that define the organisation's positioning such as slogans, artefacts, espoused values, colours and symbols (Blomback & Ramirez-Pasillas, 2012). Maintaining the corporate brand through communication is vital in ensuring a consistent perception of the corporate brand both internally and externally (Vallaster, & de Chernatony, 2006). External branding is considered as the planned communication and operational policies

that are visible to external stakeholders (Melewar, & Karaosmanoglu, 2006). Internal branding is used in order to align employees' behaviours with the desired brand identity that is reflected in the corporate brand (Punjairasi & Wilson, 2007).

The process of managing the corporate brand is an on-going debate in literature (Knox & Bickerton, 2003), however the need to manage a corporate brand is agreed upon, as it is essential in ensuring all stakeholders' commitment to the organisation is maintained (Hatch & Shultz, 2001). Knox and Bickerton (2003) defined six conventions that represent the corporate brand and suggested that these should be considered together in order to create, and ensure that, the integrity of the corporate brand is maintained. The principles include context, construction, confirmation, consistency continuity and conditioning. Ensuring brand consistent behaviour assists in ensuring benefits are derived from the corporate brand.

Urde (2009) believed that a corporate brand cannot be stronger externally than what it is internally and hence the values that are inherent in the organisation are essential in defining the corporate brand. The values solidify the process of corporate brand building, and are regarded as the foundation on which the organisation builds the corporate brand. The values of the organisation are communicated both internally and externally and must resonate with employees and portray the desired image of the organisation.

Employees are vital to building a strong corporate brand (King, 1991), and the management of the brand requires all staff to be involved (Balmer, 2001b). The behaviour employees display influences the perception of the corporate brand (Hatch & Shultz, 2001), and therefore "employees have the potential to make or break the corporate brand" (Ind, 1998 p. 324). A significant objective of creating a strong corporate brand is to "nurture" current employees and attract the desired candidate to the organisation (Ind, 1998). This should be viewed as a "strategic activity that is governed by the structures of the organisation's practices" (Jarventie-Thesleff et al. 2011, p.197).

Lee, Park, Baek, and Lee (2008 p. 849) discussed a "Brand Management System" concept as a set of "systems, organisational structure, or culture of a firm supporting brand building activities" and internalises the way in which organisations should manage their brands in order to create and sustain a strong brand. The benefits of maintaining this strong brand in order to achieve a competitive advantage and allow for continued success

of the organisation have been well researched within the current literature (Zablah, Brown, & Donthu, 2010).

The term brand orientation is used to describe the mind-set an organisation adopts in understanding the benefit derived from establishing a strong brand (Urde, 1994). According to Urde (1999), top management's attitude is essential to the organisation's branding as their brand orientation largely reflects the organisations culture and understanding in deriving brand equity from a strong corporate brand (Baumgarth, 2010). All employees within an organisation are required to internalise the importance of the brand in order to ensure the organisation's branding success (Punjaisri, Evanschitzky, & Wilson, 2009). In order for firms to develop strong brands, a brand orientation mind set is required throughout the organisation, and this can be achieved through internal branding (M'zungu, Merrilees & Miller, 2010). The success of corporate branding is reliant on multiple stakeholders interacting, and more specifically the attitudes and behaviours of employees when dealing with external stakeholders (Punjaisri & Wilson, 2007). Stuart (2002) stated that if employees identify with the organisation's espoused brand, they are more likely to maintain the organisation's identity in their actions.

Employees assist in creating an emotional connection with customers, which in turn defines the customers' perceptions of the organisation (Punjaisri & Wilson, 2007). Wohlfeil and Whelan (2006) maintained that customers who are emotionally involved with the brand assist in improving relationships with the organisation. This concept of relating the brand to a personality creates an emotional connection with the brand (Biel, 1992), hence building and improving the customer brand relationship (Vallaster & de Chernatony, 2006).

The brand personality defined by Aaker (1997, p. 347) is "the set of human characteristics associated with a brand"; the development of the correct personality for the brand can ensure benefits are derived in fulfilling emotional needs that lead to increased brand equity. (Freling & Forbes, 2005). Personality does not refer to skills or abilities but rather the traits that are exhibited by the organisation and employees that assist in shaping the said personality. The personality of an individual is perceived by their peers in the same way that customers attribute personality to a brand through the organisation's behaviour and communication (Azoulay, & Kapferer, 2003). The personality traits of an organisation are derived by the people involved in the brand development and their individual personalities are espoused directly onto the brand, including employees and leaders

14

(McCracken, 1989). The brand personality is perceived by its' stakeholders through the communication and behaviour of the organisation (Azoulay & Kapferer, 2003) and its' leaders (Aaker, 1997). The associated human attributes can be translated to the reputation that the stakeholders have created of the organisation; therefore concluding that the reputation influences the brand personality of an organisation (Veloutsou & Taylor, 2012).

2.4 INTERNAL BRANDING

Internal branding attempts to align the organisation's brand with that of the employees' behaviours by promoting the organisation's brand through a series of internal marketing campaigns. Internal branding ensures "that the brand promise is transformed by employees into reality" (Punjaisri & Wilson, 2011, p. 1523). Employees assist in building a corporate brand through communication with external stakeholders and the interaction with colleagues in order to create a work environment that contributes to brand supporting behaviours (King & Grace, 2008). The commitment of employees is enhanced by suitable leadership styles that foster an environment which has a degree of flexibility (Punjaisri & Wilson, 2011); leaders are therefore critical in instilling an organisation's vision and values (Wieseke, Ahearne & Lam, 2009).

The objective of internal branding is to both train and educate employees in order for them to understand and relate to the brand identity created, and hence become brand ambassadors (Vallaster & de Chernatony 2006). As an additional benefit internal branding fosters communication within the organisation, this communication is both a top-down and bottom-up approach in that both managers and employees communicate about the brand, which results in strengthening and developing the brand (M'zungu et al., 2010). Communication through internal branding assists in managing the overall brand of the organisation through operationalising the brand, familiarising the employees to the brand and delivering the brand to external stakeholders via customer interactions (Santos-Vijande, del Rio-Lanza, Suarez-Alvarez, & Diaz-Martin, 2013). The organisational brand experienced by customers and that experienced by employees cannot be viewed as separate entities and should be managed holistically (Simmons, 2009).

According to Boyd and Sutherland (2006), in order for employees to live the brand the organisation needs to create an emotional connection and persuade the employees to

15

alter their values so that they align with the organisation's brand. The engagement of the employee is driven by six factors, namely reward, recognition, opportunity, environment, leadership and relationships, and by the actions of employees as brand ambassadors when they "speak" about the organisation, "stay" with the organisation and "strive" to contribute positively to the organisation. Boyd and Sutherland (2006) emphasised that each of the six aspects in engaging employees are interlinked and the organisation needs to focus on all six aspects in order to engage employees with the organisation's brand. Punjaisri and Wilson (2011) concluded that limiting factors of internal branding include compensation, recognition as well as the relationships the employee has with their peers and leaders. Balmer (2001a) indicated that employees who understand the organisation's brand values will be more engaged both emotionally and intellectually with the corporate brand, and as a result provide benefit for the organisation.

Foster et al. (2010) specified that internal branding is linked to both corporate branding and employer branding. Internal branding activities improve communication and enhance the employees' dedication to the brand through emotional and intellectual commitment (de Chertoney & Segal-Horn, 2001).

Numerous studies have been conducted concerning employees' brand commitment; discovering that there is a positive effect on the employees' brand commitment as a result of internal branding activities, and these activities attempt to create a shared understanding of brand values between the organisation and the employee (Punjaisri & Wilson, 2007; Punjaisri, Wilson & Evanschitzky, 2008). The alignment of the values through internal branding also ensures employees are loyal to the brand (Van Dick, 2001), and are more committed to the organisation (Burmann & Zeplinn, 2005). Simmons (2009) expanded on these benefits by including psychological, economic, functional, competitive and ethical benefits for both the employee and the organisation.

Vallaster and de Chernatony (2006) believed that leaders are crucial in the internal branding process in that they are responsible for the corporate brand identity and that leaders mediate between the structures within an organisation. The corporate branding structures are defined as "rules and resources which employees can draw on to appreciate how they should act in a brand supporting manner" (Vallaster and de Chernatony, 2006, p. 763). Punjaisri, Wilson, and Evanschitzky (2008) found that challenges that affect internal branding are the success of internal relationships and that these relationships with leaders

16

are influential in ensuring that the employees meet the brand promise. The commitment of the employees assist in delivering on the brand promise of the organisation through the leadership's ability to "influence employees; behavioural changes to support the brand promise delivery" (Punjaisri & Wilson 2007, p. 67). This can be achieved with coordinated inter-departmental branding activities (Punjaisri & Wilson 2007)

The style of leadership has an influence on the impact that the leader has on employees, and therefore the leader's behaviour is critical in fostering an internal branding process within an organisation (Wieseke, Ahearne, Lam, & van Dick, 2009). Management's relationship with employees affects the brand message of the organisation by the way in which the employee interacts with the external stakeholder (Punjaisri & Wilson, 2007), hence leadership is essential in ensuring that the organisation's values reside within the employees of an organisation (Wallace, de Chernatony & Buil, 2013).

Leadership has an active role to ensure that the brand promise is met through their actions, and influence the internal brand building process through social interactions and verbal communication (Vallaster & de Chernatony, 2006). Successful leaders are those who have a complete understanding of the corporate brand, and their effectiveness in performing internal branding is reliant of the relationships they have with the employees (Vallaster & de Chernatony, 2006).

The mind-set that creates a successful leader is a combination of personal traits and attitudes (Wood & Vilkinas, 2007). Wood and Vilkinas (2007) researched CEOs and employees in trying to understand what characteristics an individual requires in order to be regarded as a leader, in this case a CEO. The outcomes of the study explained that both CEOs and employees defined six characteristics required by a person to be a CEO. The characteristics were namely, a humanistic approach, achievement orientated, positive outlook, integrity, inclusivity, balance and self-awareness. Intagliata, Ulrich and Smallwood (2000) indicated that leaders whose attributes align to the business goals assist in creating a brand that displays the leadership of the firm, regarded as a leadership brand.

17

2.5 LEADERSHIP BRAND

Leadership branding is described by Hodges and Martin (2012 p. 3796) as "an attempt to influence the self-construal of individual members of an organisations' leadership team so that they promote an ideal or preferred corporate identity", and the culture that is created within an organisation is thought to be related to the culture the leadership displays (Giberson, Resick, Dickson, Mitchelson, Randall, & Clark, 2009). Bendisch, Larsen and Trueman (2013) defined the leadership brand as a "conceptualisation" that incorporates the individual's identity as a manager, the various stakeholder needs and the relationship between the leaders and the corporate brand. Intagliata, Urich and Smallwood (2000) enhanced the definition of the leadership brand by stating that it is unique to a specific firm and that leaders who only represent specific leadership abilities do not portray the leadership brand. The leadership brand is created "when the attributes the leaders demonstrate are linked to desired results" of the organisation (Intagliata, Urich and Smallwood 2000, p. 2).

Leadership's personal brand has been related as a brand and hence been viewed as a value creation tool for the organisation (Bendisch, Larsen & Trueman, 2013). Ulrich and Smallwood (2007) explained the link between the constructs of "leadership brand" and the "corporate brand" by using an organisation's culture, which is developed by an organisation's values, attitude and operational process. When the organisation's cultures reflect what the stakeholder desires for the organisation, the cultures within the organisation become the corporate brand. The desired corporate brand then becomes the driving force behind the leadership decisions in what is communicated to employees in order to deliver on the brand promise. Intagliata et al. (2000) debated that organisations receive better returns on investment in leadership when they have the ability to build a leadership brand within the organisation as it assists in defining the quality of the organisation's management; this virtue is also espoused on the product or service of the organisation.

Hodges and Martin (2012) stated that the leadership brand reflects the trust that employees have with an organisation, as the leadership's behaviour has a direct impact on the employees' behaviours. According to Bendisch, Larsen and Trueman (2013, p. 609), the leadership brand is "complex as they (are) inextricably linked with the brand of the organisation that they represent and also various stakeholders". The leaders are

18

responsible for constructing the strategy that identify the desired customers and how to service them; an organisation's leadership brand will ensure employee actions are aligned with the customers' expectations as a result of leadership practices (Ulrich, & Smallwood, 2007). The more congruent the alignment between the brand displayed by the leadership and that of the organisation's brand, the more prevalent the brand consistent behaviour is, which in turn strengthens the brand value of the organisation (Balmer & Geyser, 2006). Ulrich and Smallwood (2007) described the process in acquiring alignment as being problematic, as most alignment efforts are not coherent within an organisation. Hodges and Martin (2012) pointed out that dialogue is important in creating a leadership identity, and that the dialogue should be visible, clear and credible in ensuring that correct brand identity is portrayed. Figure 1 illustrates the proposed relationship between the constructs mentioned above. The figure shows the influence leadership brand has on both the corporate brand as well as the internal branding of an organisation and how it impacts the external stakeholders.

Figure 1 The influence the leadership brand has on both the corporate brand as well as the internal branding of an organisation
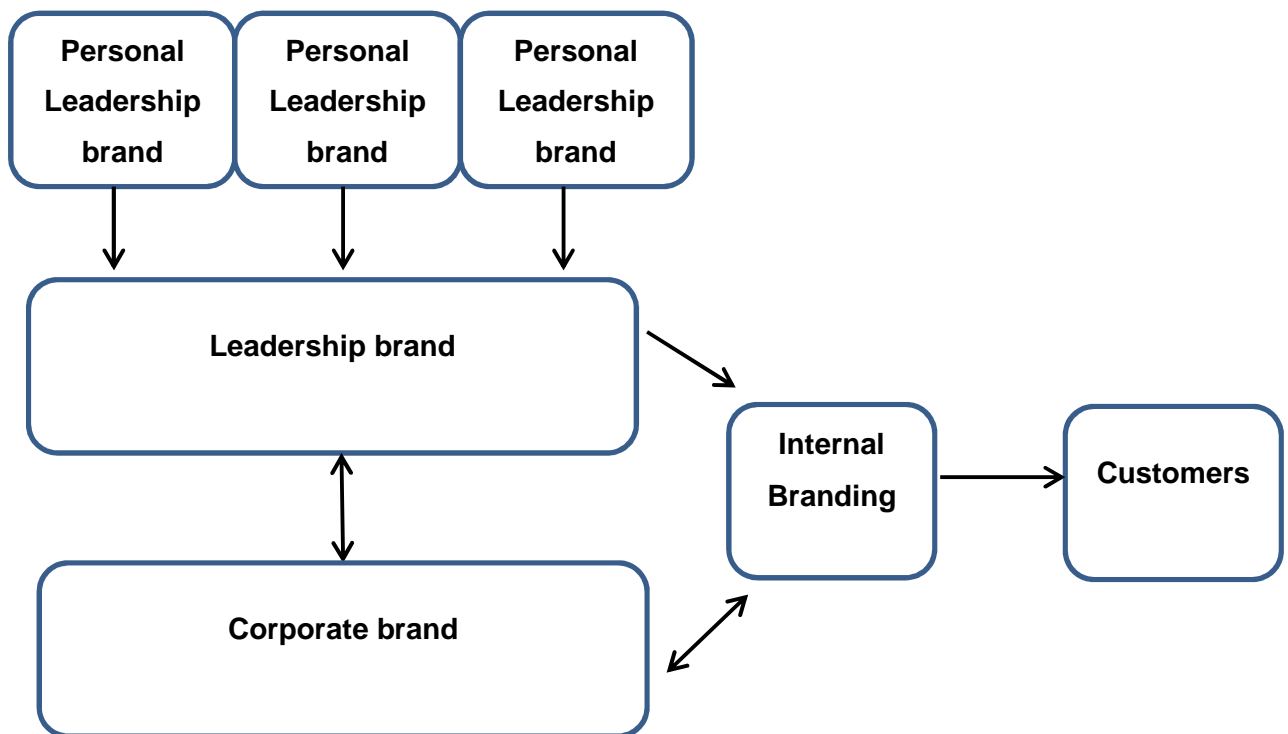
Ulrich and Smallwood (2007) explained that there are two main constructs of a leadership brand. Firstly, the leadership needs to focus on less of a "leader-centric" perspective within

the organisation. Secondly, a leader needs to become known amongst its stakeholders for high quality leadership which includes having good relationships with employees and displaying links to the corporate brand.

Ulrich and Smallwood (2007) described the process of creating a leadership brand using four steps. First, the factors affecting the business externally need to be addressed by the organisation and a strategy developed in order to define the organisations goals. Second, the strategy that has been developed needs to be incorporated into the organisation's brand in order to achieve the strategic objectives defined in step one. Third, the corporate brand is required to be translated into a leadership brand by focusing on the leadership within the firm as a collective, as leadership success of an organisation is not measured by one individual but rather as a collective within the organisation. In addition to creating a team focus on leadership, realising what the external stakeholders' desire assists in defining the strategy required for the organisation. The last step is to personalise the leadership brand and create a personal leader brand. "When our personal brand aligns with leadership and firm brands, we are congruent and more likely to be productive", explained Ulrich and Smallwood (2009 p. 33). In order to align the personal brand to that of the leadership brand an individual needs to identify their individual brand and find similarities between that of their personal brand and that of the organisation's brand (Ulrich & Smallwood, 2007).

Ulrich and Smallwood (2009) expanded on creating a personal leadership brand by explaining a "five step" process. Figure 2 describes the five steps required in order to create a personal leadership brand.

Figure 2 The five step process of creating a personal leadership brand (Ulrich & Smallwood, 2009)

Step 1	• Establish desired goal in which the leader identifies customers' needs, investor expectations, desired employee behaviour and organisational strategy in order to achieve goals.
Step 2	• the leader needs to define how they want to be percieved. ulrich and Smallwood (2009) define a number of traits that could be used to describe the desired leadership behaviour.
Step 3	• Define the leadership identity through the traits selected.
Step 4	• Establish a brand that best defines the idenetity chosen.
Step 5	• the leadership should then act in accordance to the brand chosen.

2.6   CONCLUSION

A strong corporate brand of an organisation is regarded as an asset, but requires brand consistent behaviour through all levels of the organisation. In order to derive a strong corporate brand alignment between the communication, employees and leadership of the organisation is required (Balmer, 2001a). The leadership is responsible for defining the strategy of the organisation, which influences the corporate brand portrayed by the organisation.

Aligning the values of the employees to those of the corporate brand is completed through internal branding within an organisation. Internal branding assists in communicating the desired brand behaviour as well as adapting the organisational culture in order for a stronger alignment between the employees and the corporate brand. The internal branding activities are largely influenced by the leadership of the organisation, through their communication and actions (Punjaisri & Wilson, 2011). The stronger the alignment between the employees and the corporate brand the better the brand consistent behaviour of the employees. Brand consistent behaviour ensures that the external stakeholders perceive the organisation more favourably.

21

The influence the leadership has on the internal and corporate branding activities is largely defined by the leadership brand they portray. The leadership brand is a collective term used to describe the brand that is exhibited by the leaders of the organisation. A leadership brand, like the corporate brand, can be regarded as an asset for an organisation (Ulrich & Smallwood, 2009). Ensuring that both the leadership brand and the corporate brand are aligned requires a common set of brand attributes (Intagliata , Ulrich & Smallwood 2000).

The brand attributes displayed by the leadership and those displayed by the corporate brand need to be aligned for the external stakeholders to observe a unified brand message. The brand attributes that define the leadership brand and how it relates to the corporate brand have not been well defined in the literature, and the alignment between the corporate and leadership brands have not been empirically tested.

CHAPTER 3 - RESEARCH HYPOTHESES

3.1 INTRODUCTION

This chapter outlines the objective of the study as well the research questions being posed; the questions are based on findings from the academic literature.

The study investigated whether individual leadership brands coalesce into a singular leadership brand for the organisation and whether there is a relationship between the corporate brand and that of the leadership brand. The perception of the leadership brand was also investigated in order to determine whether the functional role of the respondent affects their perception of the leadership brand.

The study assists in adding to the current academic literature as well as being useful to businesses in establishing corporate brands that align with the leadership brand, hence ensuring that all stakeholders resonate with the brands.

Current literature on personal branding is largely limited to popular press articles, but has been identified in academic articles as having an impact on the corporate branding process (Giberson et al., 2009). The leadership brand impacts on the desired corporate brand and these, in-turn, impact on a company's performance (Ulrich & Smallwood, 2007). Understanding the brand attributes of leaders could assist in creating a corporate brand that resonates with all affected stakeholders in that a consistent brand message is portrayed from the organisation as a whole. Sheikh and Lim (2011) investigate corporate brand and found that certain brand attributes were preferred by certain functional roles in an organisation, making the complexity of aligning the corporate brand to that of the stakeholders more complex.

Leadership impacts on internal and employer branding, hence attracting and retaining sought after employees (Foster, Punjaisri, & Cheng, 2010). Aligning the corporate brand to the personal brand attributes that are portrayed by leadership ensures that the company is portrayed as having a strong set of values to external stakeholders (Foster et al., 2010).

The propositions of this study in based on the interaction of two constructs:

- Corporate brand

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- Leadership brand

Using a set of leadership brand attributes adapted from Ulrich and Smallwood (2009) each of the research questions tested these attributes in relation to the hypothesis established. The attributes are depicted in Table 1.

Table 1: Leadership Brand Attributes adapted from Ulrich and Smallwood (2009)

Attributes adapted for the research	
Bold	Deliberate
Confident	Knowledgeable
Honest	Polite
Flexible	Easygoing
Lively	Straightforward
Trustworthy	Charismatic
Concerned	Proactive
Curious	Outgoing
Positive	Caring
Respectful	Focused
Accepting	Insightful
Approachable	Self-confident
Forgiving	Loving
Sensitive	

3.2 OBJECTIVES OF THE STUDY

The objective of the study was to investigate the relationship between the corporate brand and the leadership brand within a corporate environment, taking into account the functional role of the respondents within the organisation.

3.3 RESEARCH HYPOTHESIS 1

The first hypothesis was established in order to assess whether there is a consistent leadership brand within the organisation.

Null Hypothesis statement (H01): There is no consistent leadership brand within the organisation.

Based on the brand attributes there is no attribute/s that are predominantly perceived by the respondents as applicable to describing the leadership of the organisation.

Alternate Hypothesis statement (H1): There is a consistent leadership brand within the organisation.

Based on the brand attributes there are attribute/s that are predominantly perceived by the respondents as applicable to describing the leadership of the organisation.

3.4   RESEARCH HYPOTHESIS 2

The second hypothesis was established in order to determine how the same attributes selected vary in relation to their applicability to the corporate brand of the organisation.

Null Hypothesis statement (H02): There is no difference in the applicability of the brand attributes in describing the perceived leadership brand and the corporate brand of the organisation.

Alternate Hypothesis statement (H2): There is a difference in the applicability of the brand attributes in describing the perceived leadership brand and the corporate brand of the organisation.

3.5   RESEARCH HYPOTHESIS 3

The third hypothesis was established in order to determine whether the functional role of the respondent impact has on their perception of the leadership brand.

Null Hypothesis statement (H03): There is no influence in the respondent's perception of the leadership brand based on their functional role within the organisation.

Alternate Hypothesis statement (H3):   There is an influence in the respondent's perception of the leadership brand based on their functional role within the organisation.

CHAPTER 4 - RESEARCH METHODOLOGY

4.1 INTRODUCTION

Chapter four specifies the research methodology and instrument used in order to answer the hypothesis posed in Chapter 3. An exploratory quantitative research design was used in order to understand the employee's perception of the leadership brand. Additionally, the corporate brand was measured using the same attributes.

Two phases were used during the research. Phase one was conducted in order to obtain a set of variables that would be used to measure the employees perception of the leadership brand attributes as well as the corporate brand of the organisation. The second phase of the research entailed implementing the testing instrument obtained in phase one, both to the employees of the organisation as well as the corporate branding experts.

4.2 RESEARCH METHODOLOGY

Exploratory research was used in order to achieve the researcher's objectives – to determine whether there is a common leadership brand within the organisation and whether there is a relationship between the leadership brand and that of the corporate brand. Exploratory research is suited to evaluating causal relationships between variables (Zickmund, 2003).

The leadership brand is a relatively new construct in the branding literature and therefore no known frameworks are available on the subject. Saunders and Lewis (2012) stated that exploratory studies are used to discover general information about a new topic and are well suited to understanding new phenomena. Exploratory studies are limited to the deductions made from the data and inferences on the population are uncertain as they are not as robust as other research designs (Saunders & Lewis, 2012).

A descriptive technique in the form of a survey was used in order to obtain the required information. According to Saunders and Lewis (2012, p. 111) a descriptive technique is "designed to produce an accurate representation of persons, events or situations". The survey method was administered through a structured questionnaire base using a Likert rating scale.

The research was cross-sectional in nature, in that the responses represented "the study of a particular topic at a particular time" (Saunders & Lewis, 2012, p 123). Cross sectional research was chosen due to the time constraints on the research project.

4.3 POPULATION

The population is the complete group that shares the same characteristic about which the researcher wants to draw conclusions (Zikmund, 2003). It is generally impossible to study all members of the population due to budgetary and time constraints; hence it is important to define a target population (Saunders & Lewis, 2012).

The population for this study consisted of all people who report to leadership and that are working in organisations internationally. Each organisation establishes a leadership brand as well as a corporate brand; the research was framed to analyse the perceived leadership brand attributes and determine whether a relationship exists to that of the corporate brand.

A target population can be defined as a selection of the general population based on a group of common characteristics (Zickmund, 2003). The target population was selected from a large corporate organisation in the mining sector, who wished to remain anonymous in the research. The organisation was well suited to testing the leadership brand as it employs a large number of staff allowing for a larger sample size, and has been active in South Africa for a number of years thus having a well-established corporate brand.

The organisation was chosen primarily due the fact that the researcher was able to obtain access to the organisation and its employees; hence the selection of the target population was one of convenience. Convenience sampling was chosen in selecting the target as the researcher worked for the organisation and that it represented the population in terms of the study.

Convenience sampling is a non-probability sampling technique, often used to meet a researcher's objective (Saunders & Lewis, 2012). It is applicable in that the objective of convenient sampling in the research is to relate the leadership brand attributes developed by Ulrich and Smallwood (2009) to the corporate brand.

27

4.4   UNIT OF ANALYSIS

The unit of analysis is dependent on the relevant categories required in the investigation (Saunders & Lewis, 2012). The unit of analysis proposed in this study would be the employees' evaluations of leadership brand attributes and the unit of evaluation is the leader.

4.5   SAMPLING

A sample is a division of a given population, and sampling refers to the selection of certain elements from the population so that inferences on the entire population can be drawn (Diamantopoulos and Schlegelmilch, 1997).

The sample for the research was selected from the corporate office of the target population. The sample selection was based on one of convenience, in that the researcher too works in the corporate office. Convenient sampling is a non-probability sampling technique that was chosen due to the financial and time constraints of the research project (Saunders and Lewis, 2012). Consideration was made however to the suitability of the sample selection in that the demographics and the functional roles of the corporate office mirror those of the organisation.

An additional benefit in using the corporate office to test the leadership brand is that the respondents have greater interaction with the leadership and thus have an informed opinion about the leadership brand that is espoused. The corporate office respondents all have access to computers, thus making the administration of the survey more applicable in maintaining the respondent's confidentiality. Based on the sample selection, a sampling frame was determined which included all of the personnel at the organisation's corporate office. A sampling frame is a list of the samples that can be worked with operationally (Zikmund, 2003).

The sample selection from the sampling frame required two phases. Phase one determined which of the brand attributes listed by Ulrich and Smallwood (2009) related to the corporate brand and how the corporate brand can be measured against these attributes. Phase two was to collect information on the employee's perception of the leadership brand within the organisation using the attributes defined in phase one.

4.6   PHASE ONE – DEFINING THE LEADERSHIP BRAND ATTRIBUTES

Phase one of the research was conducted in order to refine the number of leadership brand attributes as listed by Ulrich and Smallwood (2009). In order to refine the attributes the corporate branding experts were utilised, and their identification of these attributes in relation to the corporate brand is what controlled this phase of the study.

Purposive sampling was used as there were a limited number of individuals who had the in-depth knowledge of the corporate brand. The objective of Phase one of the study was to understand and rank the brand attributes with regard to their relevance to the corporate brand.   Currently in the organisation there are two individuals responsible for the maintenance and implementation of the corporate brand, both individuals were used in this phase of the sampling and were deemed to be subject experts in the corporate brand of the organisation.

Purposive sampling is a non-probability sampling technique that is commonly used in qualitative analysis (Saunders & Lewis, 2012). The purposive sampling technique was used in a quantitative design through a structured Likert questionnaire. The purpose for using the questionnaire was to define the leadership brand attributes listed by Ulrich and Smallwood (2009) based on their relevance to the corporate brand.   The use of the corporate branding experts was essential in ranking the leadership brand attributes relevance in accordance to how they best fitted the corporate brand and thus the purposive sampling can be regarded as a critical case. A critical case purposive sampling is on when the sample is "crucial to addressing the research aims and objectives" (Saunders & Lewis, 2012, p. 139).

Non-probability sampling is a technique where all members in the population do not have an equal chance of being selected, and is commonly used in a qualitative exploratory study (Saunders & Lewis, 2012). Probability sampling was not possible as there were only two experts within the organisation and all experts were required in understanding the leadership brand characteristics that represent the corporate brand.

4.6.1   Research Instrument and Design

The initial research instrument used was to understand the corporate brand characteristics in terms of the leadership brand attributes listed by Ulrich and Smallwood (2009) and

classify them in order to determine a questionnaire. In addition the modified list was used to rate the corporate brand based on the selected attributes.

Interviews were established with the two corporate branding experts. Initial discussions were held around the corporate brand in order for the researcher to better understand the attributes that make up the corporate brand. The discussions were conducted in an informal setting in which the aims of the research were explained to the corporate branding experts. The interview setting, when distributing the questionnaire, also allowed the experts to pose any questions that may arise out of the questionnaire. No misunderstandings of the questionnaire were noted during the interview situation.

4.6.2   Research Instrument

The questionnaire comprising of two parts was distributed to the brand experts. The initial part of the questionnaire was a brief introduction from the researcher that included an explanation of the research. The explanation incorporated a disclaimer as well as a confidentiality clause. A copy of the questionnaire can be found in Appendix A.

The second part of the research comprised of a structured Likert scale questionnaire. The use of the Likert scale was chosen due to the ease of use for both researcher and respondents (Saunders & Lewis 2012). The questionnaire was submitted to the respondents, containing all the leadership brand attributes listed by Ulrich and Smallwood (2009), totaling 110 leadership brand attributes. The brand attributes listed in the questionnaire were placed in alphabetical order, as they are listed in the academic reference.

The choice of the questionnaire enabled the researcher to reduce interviewer bias that may stem from an interview situation (Saunders & Lewis, 2012) as well as for the researcher to gain an understanding into the weightings placed on each brand attribute. The questionnaire was in English, as both the researcher and respondents are proficient in English, hence avoiding ambiguity through translation.

Scale

A three point rating scale was used, with the segments of the scale containing "Applicable" "Somewhat Applicable" and "Not Applicable". An odd number of categories were used; as a result the questionnaire was not forced (Saunders & Lewis, 2012). A balanced scale

30

was used as no positive or negative bias in terms of the response was expected (Saunders & Lewis, 2012).

Phrasing the questions

The phrasing of the questions was done by using a leading question in which the respondents were asked to rate the attributes on how applicable they were to the corporate brand. Phrasing a leading question reduced complexity and avoided ambiguity on each of the leadership brand attributes (Saunders & Lewis, 2012).

4.6.3   Refining the Questionnaire for Phase 2

In order to define the attributes that are applicable to the corporate brand, the brand attribute list generated by Ulrich and Smallwood (2009) was used. A total number of 110 attributes were reduced to 27 for the second phase of testing. Reducing the brand attributes enabled the research to negate response bias that may stem from too many questions (Saunders & Lewis, 2012).

In order to reduce the attributes a simple mathematical calculation was used to classify the leadership brand attributes into five bins based on the responses received from the corporate brand experts. Table 2 describes the five bins and how they were classified; in addition the number of attributes assigned to each bin based on the corporate brand expert's responses is displayed.

Table 2: Description of Bin Numbers

Bin	Bin Name	Description	No. of Attributes
1	Applicable	Both respondents agreed that the leadership brand attribute was relevant to the corporate brand.	29
2	Tending positive	One expert indicated that the leadership brand attribute was applicable whereas the other leadership expert indicated that the leadership brand attribute was somewhat applicable.	34
3	Somewhat applicable	Both respondents indicated that the leadership brand attribute was somewhat relevant to the corporate brand.	20
4	Tending negative	One expert indicated that the leadership brand attribute was somewhat applicable whereas the other leadership expert indicated that the leadership brand attribute was not applicable.	20
5	Not applicable	Both respondents indicated that the leadership brand attribute was not relevant to the corporate brand.	7

The process in reducing the number of attributes was as follows: the leadership brand attributes in each bin were placed in alphabetical order. A random number of four was selected using a random number generator. Based on the random number, every fourth leadership brand attribute was selected; these selected attributes were used in phase two of the research. Table 3 indicates the leadership brand attributes selected for phase two of the research, as well as the sum of scores assigned by the corporate brand experts.

Table 3: Leadership Brand Attributes Selected for Phase Two of the Research

Attribute	Applicable	Somewhat Applicable	Not applicable
Accepting	2	0	0
Approachable	0	1	1
Bold	2	0	0
Caring	1	1	0
Charismatic	0	2	0
Concerned	1	1	0
Confident	2	0	0
Curious	1	1	0
Deliberate	2	0	0
Easy-going	0	0	2
Flexible	0	2	0
Focused	1	1	0
Forgiving	0	1	1
Honest	2	0	0
Insightful	1	1	0
Knowledgeable	2	0	0
Lively	0	2	0
Loving	0	1	1
Outgoing	0	0	2
Polite	2	0	0
Positive	1	1	0
Proactive	0	2	0
Respectful	1	1	0
Self-confident	1	1	0
Sensitive	0	1	1
Straightforward	2	0	0
Trustworthy	0	2	0

The purpose for reducing the list of attributes was to prevent response bias based on the original list of 110 attributes. The arithmetic method was used in order to enable attributes from each bin to be included; it also ensured that no bias was placed on any specific attribute. Based on the random number selection, Table 4 confirms the number of attributes used in phase two in relation to each of the assigned bins.

Table 4: 5 Bin Numbers with the number of leadership brand attributes in each bin

Bin	Number of attributes used I the questionnaire
Applicable	8
Somewhat applicable	5
Not applicable	2
Tending positive	8
Tending negative	4
Total	27

4.6.4 Response Rate

The initial phase of the study comprised of interviewing the corporate brand experts of which the organisation has two. A 100% response rate was achieved.

4.6.5 Reliability and Validity of Scales

The primary focus of the first phase of testing was to provide proof that the measuring instruments and variables are reliable and valid for the purpose of this research (Saunders & Lewis, 2012).

Reliability of the data refers to the data collection methods and how the findings can be repeated (Saunders & Lewis, 2012). Reliability was achieved in the study through the use of a standard questionnaire framework based on the leadership brand attributes by Ulrich and Smallwood (2009). In addition a Cohen's Kappa (Kappa) was performed on the responses using IBM SPSS V21. Kappa is an index of reliability used to measure two independent sets of ratings, and provides a measure of agreement between the two raters (Stemler, 2007). The value obtained for the Kappa was 0.222 indicating a "fair agreement" between the two corporate brand experts (Stemler, 2007).

Table 5: Symmetric Measures

Bin	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Measure of Agreement: Kappa	0.222	0.074	3.275	.001
N of Valid Cases	110			

a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

34

The inter-rater reliability for the corporate brand raters was found to be Kappa = 0.222 (p <.0.001), 95% CI.

Validity refers to the extent to which the data collection method accurately measures what the research proposition intended it to (Saunders & Lewis, 2012). The validity in the research was attempted to be maintained through anonymity of the respondent's questionnaire. The selection of the subjects was conducted in an unbiased fashion, thus improving the validity of the survey.

4.7   PHASE TWO – TESTING THE LEADERSHIP BRAND ATTRIBUTES

Phase two of the testing implemented the 27 attributes adopted from Ulrich and Smallwood (2009) as described in phase one. Phase two describes the implementation of theses adopted attributes and how they were used to measure the perception of the leadership brand and the corporate brand.

Making use of the sampling frame, quota sampling was conducted using all members of the corporate office. The quota was determined based on the location of their office. The sample was selected using the entire sample frame provided for the corporate office, excluding the two corporate branding experts. The corporate branding experts were excluded on the basis of the initial discussions and that they may be biased when responding to the questionnaire. The quota sampling benefits and limitations are the same as the sampling frame, as the same criteria were used in determining the sample from the sample frame. Quota sampling is another non-parametric sampling method and has the same benefits and limitations as the purposive sampling mentioned above (Saunders & Lewis, 2012).

4.7.1   Research Instrument and Design

The purpose of the second phase of study was to gain understanding into the organisation's employees' perception of the leadership brand within the organisation. A reduced list of leadership brand attributes developed by Ulrich and Smallwood (2009) were selected, based on the results obtained in phase one of the study. The reduced list of attributes was adapted in order to rate the corporate brand on the same scale as the perceived leadership brand questionnaire, using the corporate branding experts only.

35

4.7.2   Research Instrument

The questionnaire comprised of three parts. The first included an introduction to the researcher as well as a brief description of the research. The introduction included a disclaimer emphasizing that the research was in no way related to any performance appraisal and that it was for academic purposes only. The introduction also stressed that all respondent information was confidential and anonymous and included voluntary consent. The letter concluded by providing contact information lest there were any questions from the respondents.

The second part of the questionnaire comprised of questions pertaining to the demographics of the respondents and included race, gender, age, functional department and length of service for the organisation. The demographics of the respondents were used in order to observe how closely the sample represented the target population and allowed for analysis of sub-groups based on demographic selection (Saunders & Lewis, 2012).

The third part comprised of a structured questionnaire, using a Likert scale (Appendix B). The choice of the questionnaire was to reduce interviewer bias that may stem from an interview situation as well as maintain the anonymity of the respondent's identity. The choice for the Likert scale structured questionnaire was primarily one of convenience in that both researcher and respondents can distribute the questionnaire and have time to complete it respectively (Saunders & Lewis, 2012). The brand attributes listed in the questionnaire were randomly populated from a predefined list, thus ensuring the order of the brand attributes varied for each respondent, thus reduced the response bias (Saunders & Lewis, 2012).

In measuring the corporate brand, the same format was used. However, the there was no need to randomise the attributes as there were only two respondents. The leading query on the corporate branding question was also adapted in order to suit the objective of obtaining information pertinent to the corporate brand of the organisation (Appendix C).

In designing the questionnaire the principal objective was to obtain the leadership brand attributes exhibited by the leaders of an organisation. The questionnaire was in English, as the researcher's primary langue was English, hence avoiding ambiguity through translation.

Scale

A four point rating scale was used with the segments of the scale containing "Fully describes", "Somewhat describes", "Slightly describes" and "Does not describe". An even number of categories were used; as a result the questionnaire was forced (Saunders & Lewis, 2012). A balanced scale was used as no positive or negative bias in terms of the response was expected.

Phrasing the question

The phrasing of the question was done by using a leading question in which the respondents were asked to rate the attributes listed below and whether their leaders displayed those attributes. The 27 attributes were spread randomly over four separate pages and all the attributes were randomly populated. Phrasing a leading question as well as randomly populating the brand attributes reduced complexity and bias (Saunders & Lewis, 2012). The leading questions used for each of the responses required were as follows:

- Employees' perception of the leadership brand attributes associated with their leaders: "Based on the attributes listed below, please rate them on how applicable they are in describing your leader in the organisation".

- The leadership brand attributes in describing the corporate brand: "Based on the attributes listed below, please rate them on how applicable they are in describing the corporate brand of the organisation".

4.7.3   Questionnaire Distribution

The questionnaires were created using online software and distributed to the respondents electronically. The respondents were required to access the questionnaire by clicking on a link. The choice of distributing the questionnaire in this manner was chosen to allow the respondent to reply in their own time and avoid any bias that may arise. In addition the online questionnaire enabled the respondents' identities to remain anonymous (Saunders & Lewis, 2012).

37

Pretesting of questionnaire

Saunders and Lewis (2012) stated that pretesting a questionnaire is important as it allows the researcher to establish that the questionnaire has been understood, that there are no errors and that the responses can be recorded correctly. The questionnaire was pretested on five members of the population in order to ensure any ambiguity was nullified, and that the structure, presentation and administration were correct. The five members were selected on a convenience basis and were part of the target population. The questionnaire was revised in order to include the feedback from the pilot study respondents, which included:

- Two grammar corrections on the introductory page

- Refining the research question to avoid ambiguity

- Splitting the brand attributes over a number of pages in order to not overwhelm the respondents with an exhaustive list.

Response rate

Blumberg, Cooper and Schindler (2008) explained a sample size necessary for a study is based on the variation in the populations as well as the precision required in the study. A larger sample size is required when there is more variation in the population and when better precision is required in the study. The sampling frame for testing the employees' perceptions of the leadership brand consisted of 511 people. The sampling frame for testing the applicability of the attributes to the corporate brand was the same as described in phase one.

In testing the employees' perceptions of the leadership brand, a total of 511 emails were sent out with 140 people responding to the questionnaire. This is a response rate of 27%. In order to rate the corporate brand two emails were sent out to the corporate branding experts, where both respondents replied, therefore a response rate of 100%.

Reliability and Validity of Scales

The primary focus of the first phase of testing was to provide proof that the measuring instruments and variables are reliable and valid for the purpose of this research (Saunders & Lewis, 2012).

Reliability of the data refers to the data collection methods and how the findings can be repeated (Saunders & Lewis, 2012). Reliability was achieved in the study through the use of a standard questionnaire framework based on the leadership brand attributes by Ulrich and Smallwood (2009). There was however no test group in which to compare the reliability of the sample due to time constraints.

Validity refers to the extent to which the data collection method accurately measures what the research proposition intended it to (Saunders & Lewis, 2012). The validity in the research was attempted to be maintained through anonymity of the respondents' questionnaires. The selection of the subjects was conducted in a non-biased fashion, thus improving the validity of the survey.

4.7.4 Data Analysis

A two phase approach to the data analysis was used; Phase one described the sample in detail and in phase two, inferential statistical tests were conducted in order to answer the three hypotheses posed in Chapter 3.

Phase one of the data analyses was used to describe the demographics of the respondents, based on the questionnaire pertaining to the leadership brand attributes. Descriptive statistics were used in order to describe the sample, using a holistic view of how the data appears (Saunders & Lewis, 2012). The descriptive statistics for the questionnaire were conducted to enable interpretation and manipulation of the data.

Phase two of the data analysis attempted to answer the three hypotheses posed in Chapter 3. Applicable statistical methods were used in order to infer conclusions based on the sample.

Prior to conducting the inferential statistics a test for normality was conducted in order to understand the distribution of the sample. The distribution of the sample and the population from which it is drawn will impact on the inferential statistics that can be used (Weiers, 2011). A Kolmogorov-Smirnov Test for Normality was conducted to interpret whether the sample was drawn from a normal population. The Kolmogorov-Smirnov Test is applicable in that the test does not require any specific sample size, and the variables measured must be at least interval in their scale (Weiers, 2011). The data obtained from the questionnaire was therefore applicable for the Kolmogorov-Smirnov Test.

39

The results from the test are discussed in Chapter 5. However the test indicated that the data was not drawn from a population that was normally distributed; therefore non-parametric inferential statistics were used in the statistical analysis (Weiers, 2011).

Hypothesis 1

The objective of hypothesis one was to determine whether there is a consistent leadership brand within the organisation. In order to answer this question a Wilcoxon Signed Rank Test for One Sample was used. The Wilcoxon Sign Ranked Test for One Sample is a non-parametric test designed to investigate whether a sample could come from a population having a hypothesised median (Weiers, 2011). The hypothesised mean used in the test was the average obtained from the employees' perceptions of the leadership brand attributes, the corresponding mean for each attribute was used in order to test each of the corresponding perceived leadership brands.

In using the perceived leadership brand mean as the hypothesis value, it assists in providing an indication of the spread of the data around the mean and whether there is a statistical significance in the spread of the data. Assumptions for the test were that the data is of an interval or ratio scale, and that no assumption was made about the distribution of the data (Weiers, 2011). A two tailed test is used in order to honour the hypothesis established, in that no directionality is expected in the data.

Hypothesis 2

The objective of hypothesis two was to determine whether there is a significant difference between the corporate brand of the organisation and the perceived leadership brand of the organisation. In order to answer this question a Wilcoxon Signed Rank Test for One sample was used.

The assumptions and applicability of the test was identical to that posed for hypothesis one. The hypothesised mean used for each of the leadership brand attributes was the mean obtained from the corporate branding experts based on the reduced list of leadership brand attributes. In using the corporate brand mean as the hypothesis value, it assisted in providing an indication of the spread of the data around the mean based on the responses of the perceived leadership brand attributes, and whether there is a statistical significance in the spread of the data.

40

Hypothesis 3

The objective of hypothesis three was to determine whether there is any significance in the perception of the leadership brand based on the functional role within the organisation. In order to answer this question, a grouping of the respondents' data was required and a Mann-Whitney Test was conducted.

The Mann-Whitney test is the non-parametric equivalent to the one way analysis of variance; however it does not assume that the distribution of the data is normal (Weiers, 2011). The test is applicable in that the Man-Whitney is used to test two groupings of data and that the scale of the data should be at least ordinal (Weiers, 2011); the data set met all of these assumptions.

The grouping of the respondent data was conducted based on their functional role in the organisation. The grouping was required in order to ensure all the respondents were included in the test, as well as to ensure a sufficient sample size for each grouping was obtained. The two groups created were Technical and Commercial. Table 6 displays the functions that were applied to each of the groupings.

Table 6: Functions of Organisational Groupings

Technical	Commercial
Engineering	Finance
Geology	Human Relations
Mining	Safety Heal and Environment
Planning	Strategy
Processing	Projects
Survey	Sales and Marketing
Ventilation	Information Management

41

4.7.5 Limitations

The following limitations of the research were identified.

1. A single organisation was used in performing the research. This should be considered when applying the results to other organisations.

2. The study was restricted to the corporate office and their perceptions of the leadership. These perceptions may vary in other parts of the organisation.

3. A self-selection bias could be present as employees could feel strongly about the leadership brand within the organisation.

4. Acquiescence bias may be present with the self-administered questionnaire.

5. Using quantitative research could prevent respondents from expressing themselves and hence create superficial responses.

6. The limitations of the research are the incomplete list of possible brand attributes. Due to the extensive availability a selection of brand attributes was chosen from available literature (Ulrich & Smallwood, 2009).

7. Relating the corporate brand to that of the attributes listed by Ulrich and Smallwood (2009), may provide a biased view of the expert questioned.

8. The limited sample size also limits the findings; extending the sample size will assist in better defining brand attributes.

9. The Kappa index in low and should and further research should ensure that a more suitable Kappa index is achieved.

CHAPTER 5 - RESULTS

5.1 INTRODUCTION

This chapter is dedicated to presenting the results obtained from conducting the statistical tests on the data collected. The results from these tests were used to describe the findings in Chapter 6. In addition to the statistical test the data is described in terms of descriptive statistics, in which both the respondents as well as the data itself are analysed.

5.2 RESEARCH DESIGN

The research approach is experimental quantitative analysis using primary data as the design. Chapter 5 presents the findings using the research approach.

The data was coded in Microsoft excel prior to analysis being performed. The coding was done in order to interpret the data in an easier format (Saunders & Lewis, 2012), and represent the answers in terms of ordinal data. Ordinal data is where the responses have been placed into rank that defines an order (Saunders & Lewis, 2012). The following codes where assigned to each response:

- Fully describes = 1

- Somewhat describes = 2

- Slightly describes = 3

- Does not describe = 4

5.3 SAMPLE DESCRIPTION

The first stage in the analysis was to explore and understand the data (Saunders & Lewis, 2012). Table 7 explains the breakdown of the data according to the demographics obtained from the questionnaire enquiring about the respondents' perceptions of the leadership brand. The targeted sample was 513 people, of whom 140 people responded to the survey, thus representing a response rate of 27%.

43

The majority of respondents were white (50.7%) males (78.6%). The age of the respondents was well distributed from 18 years of age to 55 years of age, similar to the period of employment that the respondents have been with the organisation. All respondents had some level of education with the majority having a degree (47.9%). Table 7 below summarises the demographics of the sample used in describing the leadership brand.

Table 7: Demographic representation of perception of leadership brand

Demographics		Count	Percentage
Respondents	**Total**	513	-
	Completed	140	27.3%
Gender	**Male**	110	78.6%
	Female	30	21.4%
Age	**18 – 25**	5	3.6%
	26 – 35	33	23.6%
	36 – 45	51	36.4%
	46 – 55	36	25.7%
	55+	15	10.7%
Level of education	**None**	0	0%
	Below matric	1	0.7%
	Matric	4	2.9%
	Technical training	8	5.7%
	Degree	67	47.9%
	Masters	48	34.3%
	Doctorate	1	0.7%
	Other	11	7.9%
Functional department	**Geology**	40	28.6%
	Engineering	13	9.3%
	Human Relations	6	4.3%
	Finance	23	16.4%
	Other	58	41.4%
Period of employment	**Less than 3 years**	24	17.1%
	3 – 5 years	26	18.6%
	6 – 10 years	34	24.3%
	10 – 15 years	32	22.9%
	15 + years	24	17.1%
Ethnicity	**African**	50	35.7%
	White	71	50.7%
	Indian	14	10.0%
	Coloured	5	3.6%

5.4 DATA DESCRIPTION

5.4.1 Leadership Brand

Table 8 shows the description (in descending order of the mean) of the sample in terms of the mean and standard deviation with 1 representing "Fully describes" and four representing "Does not describe". The mean is the arithmetic average that is most frequently used to describe interval data (Cooper & Schindler, 1998). The mean value for this study is the total of all respondents' answers pertaining to leadership brand attributes divided by the number of respondents on each attribute.

The higher the mean the less prevalent the brand attribute is in terms of the leadership within the organisation. A low mean indicates a more prevalent brand attribute in terms of the leadership brand portrayed within the organisation. The smallest possible value for the means is 1 where the largest is 5, based on the questionnaire completed by the respondents.

The standard deviation shows the spread of the data, the larger the standard deviation the more variability there is in the responses. The feedback obtained from the brand attributes indicates that the higher standard deviation is found with the higher means signifying that there is less consensus on these brand attributes, hence the larger deviation associated with them.

Table 8: Deviation Representation of Leadership Brand Attributes

Attribute	N	Mean	Std. Deviation
Loving	133	2.38	1.020
Easy-going	138	2.28	0.987
Charismatic	134	2.21	0.859
Sensitive	133	2.17	0.950
Outgoing	134	2.16	0.877
Forgiving	133	2.06	0.860
Curious	133	2.05	0.864
Flexible	134	1.99	0.795
Bold	138	1.98	0.815
Concerned	133	1.97	0.0852
Accepting	133	1.95	0.819
Lively	134	1.93	0.787
Caring	133	1.92	0.918
Deliberate	138	1.90	0.813
Straightforward	134	1.81	0.894
Polite	138	1.75	0.743
Proactive	134	1.70	0.814
Insightful	133	1.70	0.738
Positive	133	1.65	0.769
Approachable	133	1.63	0.764
Respectful	133	1.60	0.825
Trustworthy	134	1.60	0.824
Honest	138	1.54	0.812
Focused	133	1.50	0.692
Confident	138	1.42	0.602
Knowledgeable	138	1.42	0.637
Self-confident	133	1.40	0.615

Table 9 expresses the Leadership brand attributes and the frequency distribution of the respondent's answers. The valid percentage represents the percentage of people who answered the question divided by the total number of respondents for each question. The frequency represents the total number of respondent's per category (Saunders & Lewis, 2012). The frequency is important in terms of conducting analysis, as the number of samples has a direct impact on the type of statistical analysis that can be performed.

The four bins used to define the leadership brand in the organisation show that:

- "Knowledgeable" was the attribute that was most frequently selected to fully describe the leadership of the organisation, with a frequency of 88.

47

- "Lively" was the most frequent answer that somewhat described the leadership, with a frequency of 63.

- "Sensitive "was that attribute that was most frequently selected to slightly describe the leadership of the organisation, with a frequency of 40.

- "Loving" was the attribute that was most frequently selected that does not describe the leadership brand of the organisation, with a frequency of 25.

Table 9: Frequency Distribution of Leadership Brand Attributes

Attribute	Fully describes		Somewhat describes		Slightly describes		Does not describe		Total	
	Freq.	*Valid %*	*Freq.*	*Valid %*	*Freq.*	*Valid %*	*Freq.*	*Valid %*	*Freq.*	*Valid %*
Bold	44	31.9	56	40.6	35	24.4	3	2.2	138	98.6
Confident	86	62.3	48	34.8	2	1.4	2	1.4	138	98.6
Deliberate	48	34.8	61	44.2	24	17.4	5	3.6	138	98.6
Honest	85	61.6	37	26.8	10	7.2	6	4.3	138	98.6
Knowledgeable	88	63.8	45	32.6	2	1.4	3	2.2	138	98.6
Polite	57	41.3	60	43.5	19	13.8	2	1.4	138	98.6
Easy-going	34	24.6	51	37	34	24.6	19	13.8	138	98.6
Straightforward	62	46.3	41	30.6	25	18.7	6	4.5	134	95.7
Charismatic	30	22.4	54	40.3	42	31.3	8	6	134	95.7
Flexible	39	29.1	62	46.3	29	21.6	4	3	134	95.7
Lively	42	31.3	63	47	25	18.7	4	3	134	95.7
Proactive	65	48.5	49	36.6	15	11.2	5	3.7	134	95.7
Trustworthy	78	58.2	37	27.6	14	10.4	5	3.7	134	95.7
Outgoing	31	23.1	61	45.5	31	23.1	11	8.2	134	95.7
Caring	53	39.8	45	33.8	27	20.3	8	6	133	95.0
Concerned	43	32.3	58	43.6	25	18.8	7	5.3	133	95.0
Curious	38	28.6	58	43.6	29	21.8	8	6	133	95.0
Focused	78	58.6	46	34.6	6	4.5	3	2.3	133	95.0
Insightful	59	44.4	58	43.6	13	9.8	3	2.3	133	95.0
Positive	69	51.9	42	31.6	21	15.8	1	0.8	133	95.0
Respectful	78	58.6	34	25.6	17	12.8	4	3	133	95.0
Self-confident	87	65.4	41	30.8	3	2.3	2	1.5	133	95.0
Accepting	42	31.6	62	46.6	23	17.3	6	4.5	133	95.0
Approachable	68	51.1	50	37.6	11	8.3	4	3	133	95.0
Forgiving	36	27.1	62	46.6	26	19.5	9	6.8	133	95.0
Loving	28	21.1	52	39.1	28	21.1	25	18.8	133	95.0
Sensitive	39	29.3	43	32.3	40	30.1	11	8.3	133	95.0

5.4.2 Corporate Brand

The mean rating of the corporate brand was obtained from the two brand experts, the same attributes and rating scale was used as compared to that of the respondent in describing the leadership brand. The only difference is that the experts rated the corporate brand whereas the respondent's rated their perception of the leadership based on the attributes provided. Table 10 shows the mean value for each of the attributes as determined by the corporate brand experts.

Table 10: Corporate Brand Mean Value

Attribute	Corporate Brand Mean
Bold	1.5
Confident	1
Deliberate	1.5
Honest	2
Knowledgeable	1
Polite	2
Easy-going	3.5
Straightforward	2
Charismatic	3.5
Flexible	3
Lively	3.5
Proactive	3
Trustworthy	2
Outgoing	3.5
Caring	1.5
Concerned	1.5
Curious	2
Focused	1
Insightful	1.5
Positive	2
Respectful	1.5
Self-confident	2
Accepting	2.5
Approachable	2.5
Forgiving	3
Loving	3.5
Sensitive	3.5

A comparison was conducted between the mean rating of the corporate brand and the mean rating of the perceived leadership brand, using the brand attributes. The comparison in Figure 3 shows similar trends of the mean ratings. The higher the rating the more undesirable the attribute based on the bins used in the questionnaire.

Figure 3: Trends of Mean Ratings: Corporate and Brand Attributes
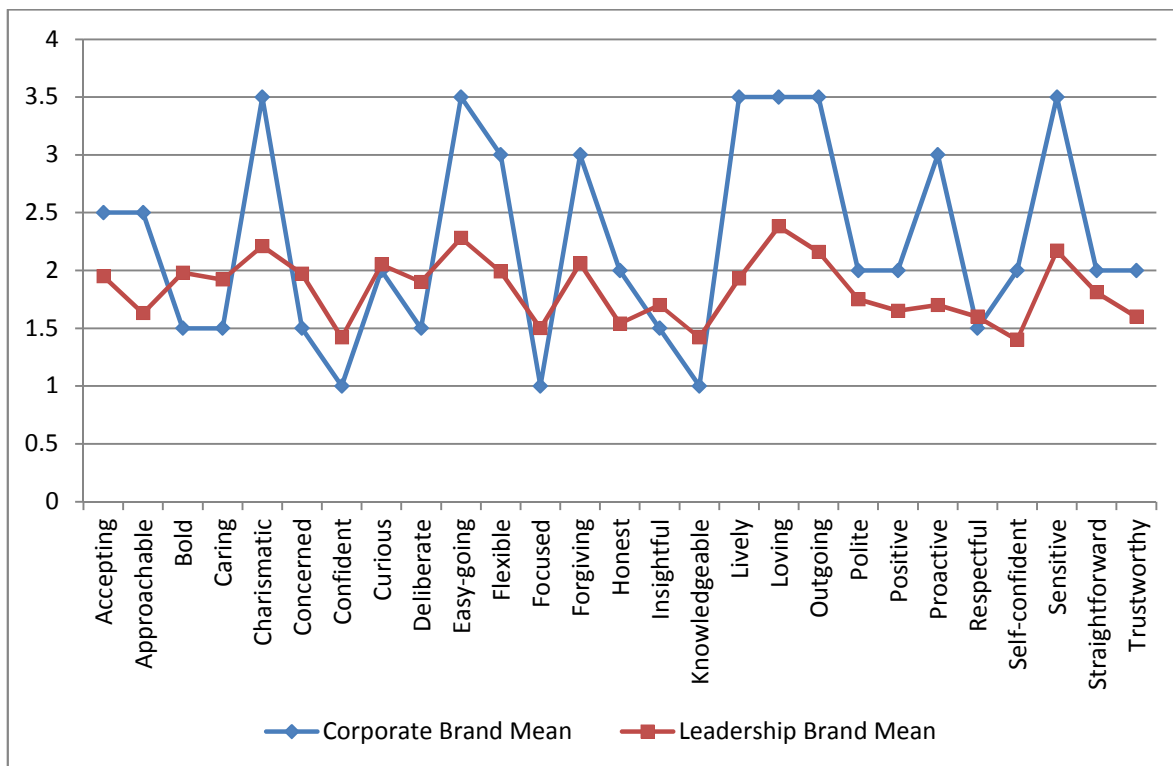
5.5 INFERENTIAL STATISTICS

Inferential statistics are used to derive inferences about the population based on the results obtained from the sample. There are two primary uses for the use of inferential statistics – to describe the characteristics and behavior of a sample as well as to infer findings from a sample to the population (Saunders & Lewis, 2012). Inferential statistics were used for each of the hypothesis questions defined in Chapter 3.

5.6 TEST FOR NORMALITY

Prior to conducting inferential statistics it is important to understand the distribution of the sample, and whether the sample came from a normally distributed population (Weiers, 2011). The distribution of the sample and the population will impact of the type of statistics that can be performed (Weiers, 2011).

A Kolmogorov-Smirnov Test for Normality was conducted initially (Appendix D), in order to determine whether the samples could be derived from a normally distributed population. In order to test for normality a hypothesis was established:

H0: The sample was drawn from a normal distribution

H1: The sample was not drawn from a normal distribution

Using a significance level of 95% ($\alpha = 0.05$).

A summary of the results for the Kolmogorov-Smirnov Test for Normality are depicted in Table 11.

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Table 11: Kolmogorov-Smirnov Test for Normality

Kolmogorov-Smirnov[a]			
Attribute	**Statistic**	**df**	**Sig.**
Bold	0.211	133	0.000
Confident	0.385	133	0.000
Deliberate	0.238	133	0.000
Honest	0.374	133	0.000
Knowledgeable	0.383	133	0.000
Polite	0.258	133	0.000
Easy-going	0.225	133	0.000
Straightforward	0.283	133	0.000
Charismatic	0.225	133	0.000
Flexible	0.248	133	0.000
Lively	0.248	133	0.000
Proactive	0.293	133	0.000
Trustworthy	0.350	133	0.000
Outgoing	0.259	133	0.000
Caring	0.242	133	0.000
Concerned	0.245	133	0.000
Curious	0.246	133	0.000
Focused	0.353	133	0.000
Insightful	0.272	133	0.000
Positive	0.321	133	0.000
Respectful	0.353	133	0.000
Self-confident	0.396	133	0.000
Accepting	0.256	133	0.000
Approachable	0.307	133	0.000
Forgiving	0.265	133	0.000
Loving	0.245	133	0.000
Sensitive	0.192	133	0.000

Based on the results for the Kolmogorov-Smirnov Test for Normality on all of the attributes selected, the null hypothesis is rejected based on the significance level of the Kolmogorov-Smirnov Test for Normality being below the 95% confidence level ($\alpha = 0.05$).

It can be concluded that the samples were not drawn from a normally distributed population and as a result, non-parametric tests were conducted when performing the inferential statistics (Weiers, 2011).

5.7 RESEARCH HYPOTHESIS 1 RESULTS

A Wilcoxon Sign Ranked test was conducted (Appendix E) in order to determine whether the distribution of each attribute based on the respondents' feedback was statistically different from the mean of each attribute.

The mean value for the perceived leadership brand attributes has been used as the hypothesized value and the respondents' perceptions of the leadership brand was analyzed against its mean in order to understand whether there was a significant difference in the spread of the data based on the respondents' perceptions of the leadership brand.

Table 12 below shows a summary of the results obtained from the Wilcoxon Sign Ranked test that was conducted.

Table 12: Wilcoxon Sign Ranked Test

Attribute	N	Mean	Wilcoxon Signed Rank Test – Significance Value
Loving	133	2.38	0.327
Easy-going	138	2.28	0.973
Charismatic	134	2.21	0.489
Sensitive	133	2.17	0.249
Outgoing	134	2.16	0.106
Forgiving	133	2.06	0.002
Curious	133	2.05	0.003
Flexible	134	1.99	0.003
Bold	138	1.98	0.004
Concerned	133	1.97	0.021
Accepting	133	1.95	0.030
Lively	134	1.93	0.028
Caring	133	1.92	0.145
Deliberate	138	1.90	0.135
Straightforward	134	1.81	0.950
Polite	138	1.75	0.548
Proactive	134	1.70	0.067
Insightful	133	1.70	0.091
Positive	133	1.65	0.049
Approachable	133	1.63	0.003
Respectful	133	1.60	0.003
Trustworthy	134	1.60	0.001
Honest	138	1.54	0.000
Focused	133	1.50	0.292
Confident	138	1.42	0.020
Knowledgeable	138	1.42	0.052
Self-confident	133	1.40	0.143

A Wilcoxon Signed Ranked Test was performed between the mean of the leadership brand attributes and the respondent's perception of the leadership brand attributes. The test showed that there was statistical significant difference between the mean and the respondents' perceptions of the leadership brand on 13 of the attributes, hence rejecting the null hypothesis. The remaining 14 attributes showed no statistically significant differences, hence were failed to reject the null hypothesis.

The statistical significance ($\alpha = 0.05$) was compared to the significant value obtained from the test (p-value). Table 13 below shows the leadership brand attributes that failed to reject on the null hypothesis as well as those rejected on the null hypothesis.

Table 13: Leadership Brand Hypothesis Rejection and Acceptance

Attributes that rejected on the null hypothesis	Attributes that failed to reject on the null hypothesis
Bold	Deliberate
Confident	Knowledgeable
Honest	Polite
Flexible	Easygoing
Lively	Straightforward
Trustworthy	Charismatic
Concerned	Proactive
Curious	Outgoing
Positive	Caring
Respectful	Focused
Accepting	Insightful
Approachable	Self-confident
Forgiving	Loving
	Sensitive

5.8 RESEARCH HYPOTHESIS 2 RESULTS

A Wilcoxon Sign Ranked Test was conducted (Appendix F) in order to determine whether the perception of the leadership brand was statistically different from the mean of the corporate brand. The mean of the corporate brand was obtained from the organisation's brand experts.

The individual mean value of the corporate brand obtained from the corporate branding experts was used as the hypothesized value on each of the leadership brand attributes. The respondents' perceptions of the leadership brand was analysed against the corporate brand mean in order to understand whether there was a significant difference in the spread of the data based on the respondents' perceptions of the leadership brand and the corporate brand of the organisation.

Table 14 below displays a summary of the results obtained from the Wilcoxon Sign Ranked test that was conducted.

Table 14: Wilcoxon Sign Ranked Test

Attribute	N	Corporate Brand Mean	Wilcoxon Signed Rank Test – Significance Value
Loving	133	3.5	0.000
Easy-going	138	3.5	0.000
Charismatic	134	3.5	0.000
Sensitive	133	3.5	0.000
Outgoing	134	3.5	0.000
Forgiving	133	3.0	0.000
Curious	133	2.0	0.439
Flexible	134	3.0	0.000
Bold	138	1.5	0.000
Concerned	133	1.5	0.000
Accepting	133	2.5	0.000
Lively	134	3.5	0.000
Caring	133	1.5	0.000
Deliberate	138	1.5	0.000
Straightforward	134	2.0	0.020
Polite	138	2.0	0.000
Proactive	134	3.0	0.000
Insightful	133	1.5	0.016
Positive	133	2.0	0.000
Approachable	133	2.5	0.000
Respectful	133	1.5	0.906
Trustworthy	134	2.0	0.000
Honest	138	2.0	0.000
Focused	133	1.0	0.000
Confident	138	1.0	0.000
Knowledgeable	138	1.0	0.000
Self-confident	133	2.0	0.000

A Wilcoxon Signed Rank Test was performed between the mean of the corporate brand and the respondent's perception of the leadership brand attributes. The test showed that there was a statistically significant difference between the mean and the respondents' perceptions of the leadership brand on 25 of the attributes, hence rejecting the null hypothesis. The remaining 2 attributes showed no statistical significant differences, hence were failed to reject the null hypothesis.

The statistical significance ($\alpha = 0.05$) was compared to the significant value obtained from the test (p-value). Table 15 below shows the leadership brand attributes that failed to reject the null hypothesis as well as those that rejected the null hypothesis.

Table 15: Leadership Brand Attributes Hypotheses Rejection or Acceptance

Attributes that rejected on the null hypothesis	Attributes that failed to reject on the null hypothesis
Bold	Curious
Confident	Respectful
Honest	
Flexible	
Lively	
Trustworthy	
Concerned	
Positive	
Accepting	
Approachable	
Forgiving	
Loving	
Sensitive	
Proactive	
Outgoing	
Caring	
Focused	
Deliberate	
Knowledgeable	
Polite	
Easygoing	
Straightforward	
Charismatic	
Insightful	
Self-confident	

5.9 RESEARCH HYPOTHESIS 3 RESULTS

A Mann-Whitney Test (U) was conducted (APPENDIX G) in order to assess whether there were any differences between the functional role of the respondents and their perceptions of the leadership brand based on the list of attributes.

The functions were grouped into Technical and Commercial based on the responses received on the questionnaire. Technical was coded as group one and refers to respondents who performed a technical function in the organisation. Commercial was coded as group two, and refers to respondents who performed commercial function within the organisation.

Table 16 below expresses the summary of the significant (p-values) obtained in performing the Mann-Whitney Test.

Table 16: Mann-Whitney Test Results

Attribute	Asymp. Sig. (2-tailed)
Sensitive	0.843
Bold	0.966
Confident	0.590
Deliberate	0.033
Honest	0.408
Knowledgeable	0.186
Polite	0.564
Easy-going	0.310
Straightforward	0.590
Charismatic	0.766
Flexible	0.634
Lively	0.248
Proactive	0.381
Trustworthy	0.832
Outgoing	0.445
Caring	0.611
Concerned	0.610
Curious	0.833
Focused	0.249
Insightful	0.609
Positive	0.061
Respectful	0.768
Self-confident	0.575
Accepting	0.840
Approachable	0.080
Forgiving	0.582
Loving	0.270

Based on the results, the two groups (Technical and Commercial) did not differ significantly. There was no statistical difference between the respondents' perceptions of the leadership brand based on their functional role. The statistical significance ($\alpha = 0.05$) was compared to the significant value obtained from the test (p-value). All leadership brand attributes failed to reject on the null hypothesis.

5.10 SUMMARY OF RESULTS AND FINDINGS

A summary of the results based on the tests and findings for each of the three hypotheses is described below in Table 17.

Table 17: Summary of Results and Findings

Hypothesis 1 – Wilcoxon Signed Rank Test	
	Number of Attributes
Rejected the null hypothesis	13
Failed to reject the null hypothesis	14
Hypothesis 2 – Wilcoxon Signed Rank Test	
	Number of Attributes
Rejected the null hypothesis	25
Failed to reject the null hypothesis	2
Hypothesis 3 – Mann-Whitney Test	
	Number of Attributes
Significant differences between the two groups	0
No significant differences between the two groups	27

A summary of the individual leadership brand attributes in relation to the three hypotheses is presented below in Table 18.

Table 18: Summary of Leadership Brand Attributes

Attribute	Hypothesis 1 - Is there a consistent leadership brand	Hypothesis 2 - Is the corporate brand and perceived leadership brand congruent	Hypothesis 2 - Is the perception of the leadership brand influenced by function?
Accepting	Yes	Yes	No
Approachable	Yes	Yes	No
Bold	Yes	Yes	No
Caring	No	Yes	No
Charismatic	No	Yes	No
Concerned	Yes	Yes	No
Confident	Yes	Yes	No
Curious	Yes	No	No
Deliberate	No	Yes	No
Easy-going	No	Yes	No
Flexible	Yes	Yes	No
Focused	No	Yes	No
Forgiving	Yes	Yes	No
Honest	Yes	Yes	No
Insightful	No	Yes	No
Knowledgeable	No	Yes	No
Lively	Yes	Yes	No
Loving	No	Yes	No
Outgoing	No	Yes	No
Polite	No	Yes	No
Positive	Yes	Yes	No
Proactive	No	Yes	No
Respectful	Yes	No	No
Self-confident	No	Yes	No
Sensitive	No	Yes	No
Straightforward	No	Yes	No
Trustworthy	Yes	Yes	No

CHAPTER 6 - DISCUSSION OF RESULTS

6.1 INTRODUCTION

In this chapter, the research findings that were reviewed in Chapter 5 are comprehensively discussed and are correlated to the literature review. The hypotheses posed in Chapter 3 are answered and the researcher's insights are compiled in conjunction with the findings.

The primary objective of the study was to understand the leadership brand within an organisation and whether it relates to the corporate brand of the organisation. Various analyses were conducted in order to answer the question; and the explanation and impact of the findings are discussed below.

6.2 HYPOTHESIS 1

The first hypothesis was established in order to assess whether there is a consistent leadership brand within the organisation. The alternate hypothesis confirms whether there is a leadership brand within the organisation.

Leadership has commonly been associated as the brand of an organisation, and hence it has been viewed as a value creation tool for the organisation (Bendisch, Larsen & Trueman, 2013). The leadership brand according to Ulrich and Smallwood (2007) is what sustains and enhances the corporate brand. It is defined as the reputation and identity of the leaders of the company, and is displayed when leaders think and act in ways that represent the organisation's brand (Ulrich & Smallwood, 2007). The leadership brand needs to be aligned with the organisation's objective in order to ensure both internal and external stakeholders are aware of the corporate brands objectives (Ulrich & Smallwood, 2007).

Understanding the leadership brand assists in allowing the organisation to create a strategy of brand management that could assist in leveraging of the perceived brand of the leader and ensure it is congruent to the corporate brand portrayed by the external stakeholder.

62

The leadership brand assists in ensuring consistent brand behaviour is externalized in that the leader's behaviour influences the behaviour of the employees (Ulrich & Smallwood, 2007). Relaying a consistent brand message is essential in an organisation in order to ensure maximum value is obtained from the corporate brand (Bendisch, Larsen & Trueman, 2013). Understanding whether the leadership brand within an organisation is consistently perceived by the stakeholder can assist an organisation in ensuring the brand messages been relayed are in-line with what is being portray by the organisation.

In order to analyse whether there is a consistent leadership brand within an organisation a Wilcoxon Signed Rank Test was performed. The tests revealed that of the 27 attributes, 13 of them rejected the null hypothesis. The rejection of the null hypothesis indicates that the 13 attributes (Table 19) are representative of the perception of the leadership brand within the organisation, based on the 27 attributes selected. These 13 attributes can be regarded as converging in order to from the leadership brand of the organisation. The remaining 14 attributes (Table 19) had large variances in their responses and were therefore not conclusive in defining the perception of the leadership brand of the organisation.

Table 19: Leadership attributes tested with Wilcoxon Signed Rank Test

Attributes that converge to from the leadership brand	Attributes that do not converge to from the leadership brand
Bold	Deliberate
Confident	Knowledgeable
Honest	Polite
Flexible	Easygoing
Lively	Straightforward
Trustworthy	Charismatic
Concerned	Proactive
Curious	Outgoing
Positive	Caring
Respectful	Focused
Accepting	Insightful
Approachable	Self-confident
Forgiving	Loving
	Sensitive

The 13 leadership brand attributes indicated a similar perception of the respondent's perception on the leadership brand displayed in the organisation. The 14 attributes that do not form part of the leadership brand have means ranging from 1.42 to 2.06, indicating that

63

the attributes either "fully describe" or "somewhat describe" the leadership of the organisation.

Of the 13 attributes, 6 of them are applicable in fully describing the perception of the leadership brand.   These include; Confident, Honest, Trustworthy, respectful, approachable and positive.   The remaining 7 attributes have a consensus view in "somewhat describing" the leadership brand that include lively, accepting, concerned, bold, flexible, curious and forgiving.

The results conclusively indicate that there is a perceived leadership brand within the organisation. In becoming a leader for the specific organisation it would be beneficial in displaying these attributes as they have been selected in what defines the leadership of the organisation. Conversely, in displaying the attributes that do not reflect the leadership brand would indicate that the individual behaves in a way which is not congruent to the leadership brand displayed in the organisation.

The values that the organisation promotes is included is some of the attributes tested. The values, however, are split between those that represent the leadership brand and those that do not represent the leadership brand. The split in the values would indicate that the influence the organisation has on the leadership brand in term of enforcing organisational values is ineffective in promoting leadership behavior.

The leadership brand attributes portrayed tend to have an internal focus in that they are attributes that represent an individual's personality and not their actions, whereas the attributes that do not reflect the leadership brand of the organisation are espoused attributes that indicate actions of leaders. These two sets of defining the attributes indicate that the inter-personal relationship between the leaders and the employees is more effective in defining the leadership brand of the organisation. A conclusion could be drawn in which internal-branding process become vital both for promoting the leadership attributes that reflect those of the organisation as well as mentoring employees to behave accordingly.

The relationship between two people may be viewed as more valuable in that it represents trust and displays. It is often these relationships that represent a promise between two parties and offer mutual respect.   The espoused actions of the leadership in the organisation can often be a reaction, and do not necessarily represent the leaderships

preferred action. The organisation in question was undergoing retrenchments during the research and employees understood that the actions required by the leadership were not necessarily a reflection of the leadership themselves, but rather as a result of external factors that affected the organisation.

6.3   HYPOTHESIS 2

The second hypothesis is established in order to determine how the attributes selected relate both to the corporate brand as well as the leadership brand of the organisation, and whether there is alignment in the attributes being displayed. The alternate hypothesis confirms if there are attributes that are similar in response to those that are used to describe the corporate brand of the organisation.

Balmer (2001a) defined the corporate brand as a unique entity that incorporates structural and cultural aspects of the organisation. The leaders are viewed as the brand managers for an organisation and are crucial in ensuring the desired brand behaviour is displayed to external stakeholders (Balmer & Gray, 2003). The culture that is present within an organisation is related to the culture that the leadership displays (Giberson et al., 2009). Thus management's involvement is critical in ensuring consistency and continuity of the corporate brand (Van Riel, 1995), and management is responsible for the alignment of the corporate brand to the business process and strategy of the organisation (Knox & Bickerton, 2003). Bendisch, Larsen and Trueman (2013) explained that the leadership brand of the organisation needs to be aligned to that of the corporate brand while maintaining the individuals' identity as a manager.

The alignment between the organisations corporate brand which encapsulates the organisations strategy and the attributes displayed by the leader need to be aligned in order to ensure a consistent brand message is displayed to all stakeholders.

Management should ensure that both the corporate brand is maintained as it reflects the strategy of an organisation, hence it is one of the primary concerns for management (Balmer & Gray, 2003), hence ensuring that the corporate brand formation is an important aspect of an organisation's strategy (Balmer, 1995), where a corporate brand provides benefits to the organisation and impacts on the organisations success (Dowling, 1993).

65

In order to define whether there is a relationship between the corporate brand and the leadership brand of the organisation, a Wilcoxon Sign Ranked Test was conducted in order to determine whether the perception of the leadership brand was statistically different from the mean of the corporate brand. The mean of the corporate brand was obtained from the organisation's brand experts.

The results from the test failed to accept the null hypotheses on 25 of the 27 attributes, thus signifying that there is a strong relationship between the corporate brand and the perceived leadership brand. The two attributes that failed to reject the null hypothesis were curious and respectful. Both of the attributes that failed to reject the null hypothesis were identified as being leadership brand attributes reflected in the perceived leadership brand of the organisation, and can be regarded as the only two attributes that are not congruent between the perceived leadership brand of the organisation and the corporate brand.

Curious had a high mean score of 2.05 indicating that the respondents felt it was not one of the key attributes used to describe the leadership of the organisation. Respectful however was noted by the respondents as being a good descriptive attribute in describing the leadership brand with a mean score of 1.60.

There were a number of attributes that were congruent to corporate brand and formed part of the perceived leadership brand of the organisation. This congruency would indicate an alignment with these attributes in what the company wishes to portray and what the respondents would perceive their leadership portraying. The perception of the leadership brand is not too dissimilar to that of the corporate brand in that the trend of the responses is somewhat mirrored.

Although the statistics demonstrated that there are only two attributes that do not relate directly to that of the corporate brand, it should also be noted that the overall trend of both sets of responses have similar tendencies and hence a strong relationship. The relationship between the corporate brand the leadership brand indicate that the leadership behave and act in ways congruent to the corporate brand, hence communication and actions of the leadership are aligned to that of the organisation.

6.4   HYPOTHESIS 3

The third hypothesis is established in order to determine whether the functional role of the respondent impacts on their perception of the leadership brand.   The null hypothesis confirms that there is a difference between the respondents' perceptions of the leadership brand based on their functional role in the organisation.

Punjaisri and Wilson (2007, p. 67) indicated that the leadership of an organisation have a critical role in the internal branding process in that they can "influence employees; behavioural changes to support the brand promise delivery", through implementation of coordinated inter-departmental branding activities.   In creating a corporate brand, complexities arise as a result of the multiple stakeholder approach due to the various cultures present within an organisation (Knox & Bickerton, 2003).   A corporate brand is considered both a tangible and intangible offering, adding to the complexity in ensuring that the multiple stakeholders' needs are satisfied (King, 1991).

Sheikh and Lim (2011) explored the perceptions that engineers have on corporate branding. The research derived from interacting with the engineers themselves showed that the current approach to branding is inadequate and fails to cater to the needs of engineers as well as the clients.   The engineers felt that the current corporate branding strategy was a top-down process within the organisation, and the brand was derived from senior management in order to reflect an idealised mission statement.   Based on the research (Sheikh & Lim, 2011) the engineers felt that the branding required a personalised approach according to geographic setting and individual skill sets available within the firm and that the values obtained from good relationships using the specialised skill set of an engineer needed to be incorporated into the corporate brand.

The indication of such research would imply that the impact the leadership has on determining the brand would directly impact on the employees' perceptions of the brand. Sheikh and Lim (2011) used engineers in the study, which would imply that people who have a technical grounding would prefer certain attributes to be reflected in the branding of the organisation. The underlying themes from the research by Sheikh and Lim (2011) confirm an alignment between three main constructs in business to business branding: strategic vision, organisational culture and stakeholder image. These three constructs are often interpreted differently by the firm and the individual (Sheikh & Lim, 2011).

67

In order to explore whether the functional role of a respondent within an organisation has an impact on their perception of the leadership brand, a Mann-Whitney Tests was used. The data was divided into technical and commercial functions prior to been tested. The Mann- Whitney test was used in order to determine if there was any variation between the groups based on the respondents' feedback. The test results showed that there was no difference in the respondents' perceptions of the leadership brand based on their functional roles within the organisation. Sheikh and Lim (2011) discussed that Consulting Engineers desired the brand attribute of "excellence", however the research indicates that the functional role of the employee within the specific organisation does not affect the perception or create any preferred leadership brand. In order to foster a leadership brand within the organisation, it would be irrelevant to promote specific brand attributes according to the employees' functional roles in order to achieve understanding and buy-in, there appears to be a universal set of leadership brand attributes for the specific organisation as a whole.

Additional tests were conducted on other aspects of the demographics in order to determine whether there were any additional demographic factors that may influence the perception of the leadership brand (Appendix H). All the additional tests yielded no significant difference in explaining demographic factors in terms of the respondents' perceptions of the leadership brand.

6.5 CONCLUSION

In order to answer the three hypotheses posed in Chapter 3, various tests were conducted. The results of the test indicated that there is a leadership brand present within the organisation, and that the perception of the leadership brand is not influenced by an employee's functional role in the organisation. An effective corporate brand and leadership brand should be aligned; the tests however indicated that there is an alignment between the two brands within the organisation used to conduct the research.

CHAPTER 7 - CONCLUSION

7.1 SUMMARY

The research undertook to investigate leadership branding in an organisation and the implication of functional roles on the perception of the leadership brand, as well as to determine whether there is a relationship between the leadership brand and the corporate brand. In order to achieve the study an exploratory quantitative analysis was conducted using leadership brand attributes adapted from Ulrich and Smallwood (2009). The questionnaire was administered in an online survey in order to determine:

- If there is a consistent leadership brand in the organisation,

- If there is any relationship between the leadership brand and the corporate brand of the organisation,

- If the functional role of an employee impacts on their perception of the leadership brand.

There is a dominant leadership brand within the organisation based on the modified leadership brand attributes adapted from Ulrich and Smallwood (2009). The study also revealed that there is commonality between the leadership brand and the corporate brand of the organisation, with only two leadership brand attributes not conforming to the sentiments of the corporate branding experts. It was also found that the functional role of an employee had no impact on their perception of the leadership brand of the organisation. Further investigation on additional demographic factors (Ethnicity, sex, age, period of employment and education level) also indicated that there is no statistical significance with regard to the demographics and the perception of the leadership brand in the organisation (Appendix H).

7.2 IMPLICATION FOR PRACTITIONERS

A leadership brand is created when alignment between the human relation department and the corporate marketing department is coherent with the attributes displayed by the leadership of the organisation. The alignment between the three entities is important to

69

ensure that both the internal messaging and external display of the organisation's brand shows consistent brand behaviour. The leadership brand itself is an accumulation of the individual leaders personal brand behaviours and are perceived by the internal and external stakeholders as the leadership brand of the organisation.

The leadership brand along with the external and internal branding activities of the organisation assist in developing the corporate culture within an organisation. The perception of the leadership brand is not limited to demographic influences but is representative of the corporate culture created within an organisation.

The congruency between the corporate brand and the leadership brand of the organisation is necessary in order to achieve the strategic objectives of the organisation and portray a consistent brand message to all stakeholders. The study defined that a leadership brand in the organisation exists and it is possible to determine the attributes that constitute the leadership brand. Organisations can establish what the leadership brand is and determine whether it is aligned to the corporate branding message and the strategic objective of the organisation.

Identifying leaders within the organisation can be done based on the attributes they display and whether the attributes are aligned to the organisation's objectives. Finding employees who reflect similar attributes to those of the current leadership ensures that alignment with the corporate brand is easier achieved based on consistent leadership behaviour.

7.3 LIMITATIONS OF THE STUDY

The limitations of the study were restricted to the organisation been investigated. The study focused on respondents within the corporate environments and could be expanded to included respondents from the various operations. The current study focusing on the corporate environment could be expanded in order to obtain a sample that represents a normal distribution.

The limited list of brand attributes derived from Ulrich and Smallwood (2009), also prohibited the study from identifying the entire perception of the leadership brand with the organisation. A qualitative study using a structured questionnaire could be designed.

70

The limited nature of the target population and the focus on one organisation, meant that inferences to the entire population could not be made. The limited number of leadership brand attributes used also inhibited the study; a larger sample is required in order to treat all the leadership brand attributes stated by Ulrich and Smallwood (2009). Due to time and budgetary constraints the sample size was 140 respondents; the sample could have been larger in order to obtain more data.

7.4 GUIDELINES FOR FUTURE RESEARCH

Leadership branding is a relatively new construct in academic literature; the possibility for future research is extensive. The current study attempted to investigate the impact an employee's function has on their perception of the leadership brand.

The expansion of understanding the role function has on branding can be expanded in order to assess other industries and functional roles within a work environment. In addition to broadening the functional role of involvement in leadership branding, further investigations into other demographic areas can be assessed in order to understand their impact on the perception of an organisation's leadership brand.

Leadership branding involved both the perception of employees as well as external stakeholders. The current study only investigated the internal perception of the leadership brand; further studies can be conducted in order to determine the external stakeholders' perceptions of the leadership brand of the organisation.

The list of attributes defined by Ulrich and Smallwood (2009) needs to be empirically tested in order to determine whether there are any of the attributes that apply to leadership across various industries. The leadership brand of various organisations may differ and in turn may be industry specific. Further research into understanding whether the leadership brand is organisation or industry specific can also be more thoroughly investigated.

Understanding the driver behind what creates a dominant leadership brand in an organisation can be explored in order to be able to predict drivers that influence the perception of leadership within an organisation. In terms of the current study, the following aspects can be adapted in order to better define the current research:

- Obtain a larger sample and test more of the leadership brand attributes.

71

- Conduct a qualitative analysis on respondents in order to test how comprehensive the list of leadership brand attributes by Ulrich and Smallwood (2009) actually are. The qualitative analysis will also provide a more in-depth view on leadership brands in the organisation.

- Concentrate the sampling on various functional roles and other demographic aspects in order to determine whether a difference exists based on function performed in the organisation.

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APPENDICES

APPENDIX A – Questionnaire for refining the leadership brand attributes

Dear Respondent

My name is Barry Jones. I am currently a student at the Gordon Institute of Business Science (GIBS), completing my Masters in Business Administration (MBA).

In order to complete my MBA qualification, I am doing research on the leadership brand created within an organisation and how it relates to the corporate brand that the organisation represents. I have completed a questionnaire that requires information on the leadership brand within an organisation. Completing the questionnaire will assists to determine whether a relationship exists.

I would greatly appreciate if you could assist me by taking 10 minutes of your time in order to complete the questionnaire by placing an x in the box that represents your answer.

By completing the questionnaire you are declaring that the answers you provide are voluntary and can be used in the MBA research. All information pertaining to the individual will be kept confidential. ***Your participation is voluntary and you can withdraw at any time without penalty.***

If you have any queries or concerns, please feel free to contact me or my supervisor. Our contact details are listed below.

Researcher: Barry Jones

Contact number: 083 484 9925

Email: Bjones02@amplats.co.za

Supervisor: Nicola Kleyn

Contact number: 011 771 4207

Email: kleynn@gibs.co.za

81

	Applicable	Somewhat applicable	Not applicable
Accepting			
Accountable			
Action-orientated			
Adaptable			
Agile			
Agreeable			
Analytical			
Approachable			
Assertive			
Benevolent			
Bold			
Bright			
Calm			
Caring			
Charismatic			
Clever			
Collaborative			
Committed			
Compassionate			
Competent			
Concerned			
Confident			
Confrontative			
Conscientious			
Considerate			
Consistent			
Creative			
Curious			
Decisive			
Dedicated			
Deliberate			
Dependable			
Determined			
Diplomatic			
Disciplined			
Driven			
Easygoing			
Efficient			

	Applicable	Somewhat applicable	Not applicable
Emotional			
Energetic			
Enthusiasiatic			
Even-tempered			
Fast			
Flexible			
Focused			
Forgiving			
Friendly			
Fun-loving			
Good listener			
Happy			
Helpful			
Honest			
Hopeful			
Humble			
Independent			
Innovative			
Insightful			
Inspired			
Integrative			
Intelligent			
Intimate			
Inventive			
Kind			
Knowledgeable			
Lively			
Logical			
Loving			
Loyal			
Nurturing			
Optimistic			
Organised			
Outgoing			
Passionate			
Patient			
Peaceful			
Pensive			
Persistent			
Personal			
Playful			
Pleasant			
Polite			

83

	Applicable	Somewhat applicable	Not applicable
Positive			
Pragmatic			
Prepared			
Proactive			
Productive			
Quality-orientated			
Reality-based			
Religious			
Respectful			
Responsible			
Responsive			
Results orientated			
Satisfied			
Savvy			
Self-confident			
Selfless			
Sensitive			
Service-orientated			
Sincere			
Sociable			
Straightforward			
Thorough			
Thoughtful			
Tireless			
Tolerant			
Trusting			
Trustworthy			
Unyielding			
Values-driven			

APPENDIX B – Questionnaire for rating Leadership Brand

Dear Respondent

My name is Barry Jones. I am currently a student at the Gordon Institute of Business Science (GIBS), completing my Masters in Business Administration (MBA).

In order to complete my MBA qualification, I am conducting research into how employees describe their leaders and how these perceptions align with those of the corporate brand that the organisation represents.

I have prepared a questionnaire that requires information on your perceptions of your leader. There are no preferred responses and this information is for research purposes only and will not form part of any performance review. I would greatly appreciate if you could assist me by taking 10 minutes of your time in order to complete the questionnaire by placing an "x" in the box that represents your answer.

By completing the questionnaire you are declaring that the answers you provide are voluntary and can be used in the MBA research. Your responses are anonymous and all information pertaining to the individual will be kept confidential.

If you have any queries or concerns, please feel free to contact me or my supervisor. Our contact details are listed below.

Researcher: Barry Jones
Contact number: 083 484 9925
Email: Bjones02@amplats.co.za

Supervisor: Nicola Kleyn
Contact number: 011 771 4207
Email: kleynn@gibs.co.za

Demographics
(Please answer all questions, indicate your answer with an "x")

Please describe your race/ethnicity

African
White
Indian
Coloured

What is your gender?

Female
Male

Which category below indicates your age

18 – 25
26 – 35
36 – 45
45 – 55
55+

What is the highest level of education you have completed

None
Below Matric
Matric
Technical training
Degree
Masters
Doctorate
Other (Please Specify) _____

What department do you work in

Geology
Engineering
Human Relations
Finance
Other (please specify) _____

Please indicate your period of employment with the current organization

Less than 3 years
3 – 5 years
6 – 10 years
10 – 15 years
15 + years

86

Research questions

Based on the attributes listed below, please rate them on how applicable they are in describing your direct leadership within the organisation

(Please answer all questions, indicate your answer with an "x")

Attribute	Fully describes	Somewhat describes	Slightly describes	Does not describe
Bold				
Confident				
Deliberate				
Honest				
Knowledgeable				
Polite				
Straightforward				
Charismatic				
Flexible				
Lively				
Proactive				
Trustworthy				
Caring				
Concerned				
Curious				
Focused				
Insightful				
Positive				
Respectful				
Self-confident				
Accepting				
Approachable				
Forgiving				
Easy-going				
Outgoing				
Loving				
Sensitive				

APPENDIX C – Corporate brand rating questionnaire

Research questions

Based on the attributes listed below, please rate them on how applicable they are to the corporate brand

(Please answer all questions, indicate your answer with an "x")

Attribute	*Fully describes*	*Somewhat describes*	*Slightly describes*	*Does not describe*
Bold				
Confident				
Deliberate				
Honest				
Knowledgeable				
Polite				
Straightforward				
Charismatic				
Flexible				
Lively				
Proactive				
Trustworthy				
Caring				
Concerned				
Curious				
Focused				
Insightful				
Positive				
Respectful				
Self-confident				
Accepting				
Approachable				
Forgiving				
Easy-going				
Outgoing				
Loving				
Sensitive				

APPENDIX D – Test for Normality

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Bold	133	95.0%	7	5.0%	140	100.0%
Confident	133	95.0%	7	5.0%	140	100.0%
Deliberate	133	95.0%	7	5.0%	140	100.0%
Honest	133	95.0%	7	5.0%	140	100.0%
Knowledgeable	133	95.0%	7	5.0%	140	100.0%
Polite	133	95.0%	7	5.0%	140	100.0%
Easygoing	133	95.0%	7	5.0%	140	100.0%
Straightforward	133	95.0%	7	5.0%	140	100.0%
Charismatic	133	95.0%	7	5.0%	140	100.0%
Flexible	133	95.0%	7	5.0%	140	100.0%
Lively	133	95.0%	7	5.0%	140	100.0%
Proactive	133	95.0%	7	5.0%	140	100.0%
Trustworthy	133	95.0%	7	5.0%	140	100.0%
Outgoing	133	95.0%	7	5.0%	140	100.0%
Caring	133	95.0%	7	5.0%	140	100.0%
Concerned	133	95.0%	7	5.0%	140	100.0%
Curious	133	95.0%	7	5.0%	140	100.0%
Focused	133	95.0%	7	5.0%	140	100.0%
Insightful	133	95.0%	7	5.0%	140	100.0%
Positive	133	95.0%	7	5.0%	140	100.0%
Respectful	133	95.0%	7	5.0%	140	100.0%
Selfconfident	133	95.0%	7	5.0%	140	100.0%
Accepting	133	95.0%	7	5.0%	140	100.0%
Approachable	133	95.0%	7	5.0%	140	100.0%
Forgiving	133	95.0%	7	5.0%	140	100.0%
Loving	133	95.0%	7	5.0%	140	100.0%
Sensitive	133	95.0%	7	5.0%	140	100.0%

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Bold	.211	133	.000	.836	133	.000
Confident	.385	133	.000	.645	133	.000
Deliberate	.238	133	.000	.828	133	.000
Honest	.374	133	.000	.675	133	.000
Knowledgeable	.383	133	.000	.637	133	.000
Polite	.258	133	.000	.799	133	.000
Easygoing	.225	133	.000	.870	133	.000
Straightforward	.283	133	.000	.797	133	.000
Charismatic	.225	133	.000	.866	133	.000
Flexible	.248	133	.000	.840	133	.000
Lively	.248	133	.000	.833	133	.000
Proactive	.293	133	.000	.771	133	.000
Trustworthy	.350	133	.000	.718	133	.000
Outgoing	.259	133	.000	.861	133	.000
Caring	.242	133	.000	.827	133	.000
Concerned	.245	133	.000	.839	133	.000
Curious	.246	133	.000	.852	133	.000
Focused	.353	133	.000	.694	133	.000
Insightful	.272	133	.000	.779	133	.000
Positive	.321	133	.000	.761	133	.000
Respectful	.353	133	.000	.723	133	.000
Selfconfident	.396	133	.000	.638	133	.000
Accepting	.256	133	.000	.833	133	.000
Approachable	.307	133	.000	.750	133	.000
Forgiving	.265	133	.000	.847	133	.000
Loving	.245	133	.000	.864	133	.000
Sensitive	.192	133	.000	.862	133	.000

a. Lilliefors Significance Correction

APPENDIX E – Hypothesis 1 Wilcoxon Sign Ranked Test

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Bold equals 1.980.	One-Sample Wilcoxon Signed Rank Test	.004	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Confident equals 1.420.	One-Sample Wilcoxon Signed Rank Test	.020	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Deliberate equals 1.900.	One-Sample Wilcoxon Signed Rank Test	.135	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

91

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Honest equals 1.540	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Knowledgeable equals 1.420.	One-Sample Wilcoxon Signed Rank Test	.052	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Polite equals 1.750	One-Sample Wilcoxon Signed Rank Test	.548	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Easygoing equals 2.280.	One-Sample Wilcoxon Signed Rank Test	.973	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

92

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Straightforward equals 1.810.	One-Sample Wilcoxon Signed Rank Test	.950	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Charismatic equals 2.210.	One-Sample Wilcoxon Signed Rank Test	.489	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Flexible equals 1.990.	One-Sample Wilcoxon Signed Rank Test	.003	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

93

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Lively equals 1.930	One-Sample Wilcoxon Signed Rank Test	.028	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Proactive equals 1.700.	One-Sample Wilcoxon Signed Rank Test	.067	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Trustworthy equals 1.600.	One-Sample Wilcoxon Signed Rank Test	.001	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Outgoing equals 2.160.	One-Sample Wilcoxon Signed Rank Test	.106	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

94

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Caring equals 1.920	One-Sample Wilcoxon Signed Rank Test	.145	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Concerned equals 1.970.	One-Sample Wilcoxon Signed Rank Test	.021	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Curious equals 2.050.	One-Sample Wilcoxon Signed Rank Test	.003	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

95

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Focused equals 1.500.	One-Sample Wilcoxon Signed Rank Test	.292	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Insightful equals 1.700.	One-Sample Wilcoxon Signed Rank Test	.091	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Positive equals 1.650.	One-Sample Wilcoxon Signed Rank Test	.049	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Respectful equals 1.600.	One-Sample Wilcoxon Signed Rank Test	.003	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

96

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Selfconfident equals 1.400.	One-Sample Wilcoxon Signed Rank Test	.143	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Accepting equals 1.950.	One-Sample Wilcoxon Signed Rank Test	.030	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Approachable equals 1.630.	One-Sample Wilcoxon Signed Rank Test	.003	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Forgiving equals 2.060.	One-Sample Wilcoxon Signed Rank Test	.002	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Loving equals 2.380	One-Sample Wilcoxon Signed Rank Test	.327	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Sensitive equals 2.170.	One-Sample Wilcoxon Signed Rank Test	.249	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

*Nonparametric Tests: One Sample.

NPTESTS

 /ONESAMPLE TEST (Respectful) WILCOXON(TESTVALUE=1.6)

 /MISSING SCOPE=ANALYSIS USERMISSING=EXCLUDE

 /CRITERIA ALPHA=0.05 CILEVEL=95.

98

APPENDIX F – Hypothesis 2 Wilcoxon Sign Ranked Test

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Focused equals 1.000.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
2	The median of Confident equals 1.000.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
3	The median of Knowledgeable equals 1.000.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Bold equals 1.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
2	The median of Deliberate equals 1.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
3	The median of Caring equals 1.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
4	The median of Concerned equals 1.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
5	The median of Insightful equals 1.500.	One-Sample Wilcoxon Signed Rank Test	.016	Reject the null hypothesis.
6	The median of Respectful equals 1.500.	One-Sample Wilcoxon Signed Rank Test	.906	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

99

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Honest equals 2.000	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
2	The median of Polite equals 2.000	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
3	The median of Curious equals 2.000.	One-Sample Wilcoxon Signed Rank Test	.439	Retain the null hypothesis.
4	The median of Positive equals 2.000.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
5	The median of Selfconfident equals 2.000.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
6	The median of Straightforward equals 2.000.	One-Sample Wilcoxon Signed Rank Test	.020	Reject the null hypothesis.
7	The median of Trustworthy equals 2.000.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Accepting equals 2.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
2	The median of Approachable equals 2.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

100

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Flexible equals 3.000.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
2	The median of Proactive equals 3.000.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
3	The median of Forgiving equals 3.000.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Easygoing equals 3.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
2	The median of Charismatic equals 3.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
3	The median of Lively equals 3.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
4	The median of Loving equals 3.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
5	The median of Sensitive equals 3.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
6	The median of Outgoing equals 3.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

*Nonparametric Tests: One Sample.

NPTESTS

/ONESAMPLE TEST (Easygoing Charismatic Lively Loving Sensitive Outgoing) WILCOXON(TESTVALUE=3.5)

/MISSING SCOPE=ANALYSIS USERMISSING=EXCLUDE

/CRITERIA ALPHA=0.05 CILEVEL=95.

101

APPENDIX G - Hypothesis Test 3 – Mann-Whitney Test

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum	Percentiles		
						25th	50th (Median)	75th
Sensitive	133	2.17	.950	1	4	1.00	2.00	3.00
Bold	138	1.98	.815	1	4	1.00	2.00	3.00
Confident	138	1.42	.602	1	4	1.00	1.00	2.00
Deliberate	138	1.90	.813	1	4	1.00	2.00	2.00
Honest	138	1.54	.812	1	4	1.00	1.00	2.00
Knowledgeable	138	1.42	.637	1	4	1.00	1.00	2.00
Polite	138	1.75	.743	1	4	1.00	2.00	2.00
Easygoing	138	2.28	.987	1	4	1.75	2.00	3.00
Straightforward	134	1.81	.894	1	4	1.00	2.00	2.00
Charismatic	134	2.21	.859	1	4	2.00	2.00	3.00
Flexible	134	1.99	.795	1	4	1.00	2.00	2.25
Lively	134	1.93	.787	1	4	1.00	2.00	2.00
Proactive	134	1.70	.814	1	4	1.00	2.00	2.00
Trustworthy	134	1.60	.824	1	4	1.00	1.00	2.00
Outgoing	134	2.16	.877	1	4	2.00	2.00	3.00
Caring	133	1.92	.918	1	4	1.00	2.00	3.00
Concerned	133	1.97	.852	1	4	1.00	2.00	2.00
Curious	133	2.05	.864	1	4	1.00	2.00	3.00
Focused	133	1.50	.692	1	4	1.00	1.00	2.00
Insightful	133	1.70	.738	1	4	1.00	2.00	2.00
Positive	133	1.65	.769	1	4	1.00	1.00	2.00
Respectful	133	1.60	.825	1	4	1.00	1.00	2.00
Selfconfident	133	1.40	.615	1	4	1.00	1.00	2.00
Accepting	133	1.95	.819	1	4	1.00	2.00	2.00
Approachable	133	1.63	.764	1	4	1.00	1.00	2.00
Forgiving	133	2.06	.860	1	4	1.00	2.00	3.00
Loving	133	2.38	1.020	1	4	2.00	2.00	3.00
Function	140	1.35	.479	1	2	1.00	1.00	2.00

Mann-Whitney Test

Ranks

	Function	N	Mean Rank	Sum of Ranks
Sensitive	1	87	66.54	5789.00

102

	2	46	67.87	3122.00
	Total	133		
	1	90	69.40	6246.00
Bold	2	48	69.69	3345.00
	Total	138		
	1	90	68.37	6153.00
Confident	2	48	71.63	3438.00
	Total	138		
	1	90	64.58	5812.00
Deliberate	2	48	78.73	3779.00
	Total	138		
	1	90	67.72	6095.00
Honest	2	48	72.83	3496.00
	Total	138		
	1	90	66.74	6006.50
Knowledgeable	2	48	74.68	3584.50
	Total	138		
	1	90	68.18	6136.50
Polite	2	48	71.97	3454.50
	Total	138		
	1	90	71.92	6472.50
Easygoing	2	48	64.97	3118.50
	Total	138		
	1	88	66.28	5833.00
Straightforward	2	46	69.83	3212.00
	Total	134		
	1	88	68.18	6000.00
Charismatic	2	46	66.20	3045.00
	Total	134		
	1	88	66.43	5845.50
Flexible	2	46	69.55	3199.50
	Total	134		
	1	88	64.90	5711.50
Lively	2	46	72.47	3333.50
	Total	134		
	1	88	65.56	5769.00
Proactive	2	46	71.22	3276.00
	Total	134		
	1	88	67.05	5900.00
Trustworthy	2	46	68.37	3145.00
	Total	134		
	1	88	65.76	5787.00
Outgoing	2	46	70.83	3258.00
	Total	134		
Caring	1	87	65.83	5727.50
	2	46	69.21	3183.50

	Total	133		
	1	87	68.16	5930.00
Concerned	2	46	64.80	2981.00
	Total	133		
	1	87	67.48	5871.00
Curious	2	46	66.09	3040.00
	Total	133		
	1	87	64.56	5617.00
Focused	2	46	71.61	3294.00
	Total	133		
	1	87	65.87	5730.50
Insightful	2	46	69.14	3180.50
	Total	133		
	1	87	62.86	5469.00
Positive	2	46	74.83	3442.00
	Total	133		
	1	87	66.37	5774.00
Respectful	2	46	68.20	3137.00
	Total	133		
	1	87	65.87	5730.50
Selfconfident	2	46	69.14	3180.50
	Total	133		
	1	87	66.55	5789.50
Accepting	2	46	67.86	3121.50
	Total	133		
	1	87	63.16	5495.00
Approachable	2	46	74.26	3416.00
	Total	133		
	1	87	65.75	5720.50
Forgiving	2	46	69.36	3190.50
	Total	133		
	1	87	64.44	5606.00
Loving	2	46	71.85	3305.00
	Total	133		

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Sensitive	1961.000	5789.000	-.198	.843

104

Bold	2151.000	6246.000	-.043	.966
Confident	2058.000	6153.000	-.539	.590
Deliberate	1717.000	5812.000	-2.128	.033
Honest	2000.000	6095.000	-.828	.408
Knowledgeable	1911.500	6006.500	-1.322	.186
Polite	2041.500	6136.500	-.576	.564
Easygoing	1942.500	3118.500	-1.015	.310
Straightforward	1917.000	5833.000	-.539	.590
Charismatic	1964.000	3045.000	-.298	.766
Flexible	1929.500	5845.500	-.476	.634
Lively	1795.500	5711.500	-1.155	.248
Proactive	1853.000	5769.000	-.877	.381
Trustworthy	1984.000	5900.000	-.212	.832
Outgoing	1871.000	5787.000	-.764	.445
Caring	1899.500	5727.500	-.509	.611
Concerned	1900.000	2981.000	-.510	.610
Curious	1959.000	3040.000	-.211	.833
Focused	1789.000	5617.000	-1.153	.249
Insightful	1902.500	5730.500	-.512	.609
Positive	1641.000	5469.000	-1.875	.061
Respectful	1946.000	5774.000	-.295	.768
Selfconfident	1902.500	5730.500	-.561	.575
Accepting	1961.500	5789.500	-.201	.840
Approachable	1667.000	5495.000	-1.753	.080
Forgiving	1892.500	5720.500	-.550	.582
Loving	1778.000	5606.000	-1.103	.270

APPENDIX H – Kruskal Wallis Test on demographics

a. Kruskal Wallis Test			
b. Grouping Variable: Race			
	Chi-Square	df	Asymp. Sig.
Bold	6.264	3	.099
Confident	7.473	3	.058
Deliberate	2.816	3	.421
Honest	2.387	3	.496
Knowledgeable	1.685	3	.640
Polite	1.261	3	.738
Easygoing	8.154	3	.043
Straightforward	5.731	3	.125
Charismatic	2.179	3	.536
Flexible	.628	3	.890
Lively	.924	3	.820
Proactive	.127	3	.988
Trustworthy	6.128	3	.106
Outgoing	1.677	3	.642
Caring	.876	3	.831
Concerned	.167	3	.983
Curious	3.468	3	.325
Focused	1.060	3	.787
Insightful	3.688	3	.297
Positive	.754	3	.860
Respectful	4.540	3	.209
Selfconfident	7.312	3	.063
Accepting	.887	3	.829
Approachable	4.950	3	.176
Forgiving	.471	3	.925
Loving	10.743	3	.013
Sensitive	3.031	3	.387

a. Kruskal Wallis Test			
b. Grouping Variable: Age			
	Chi-Square	df	Asymp. Sig.

106

Bold	2.382	4	.666
Confident	2.358	4	.670
Deliberate	.951	4	.917
Honest	1.486	4	.829
Knowledgeable	1.929	4	.749
Polite	5.397	4	.249
Easygoing	11.950	4	.318
Straightforward	1.937	4	.747
Charismatic	5.660	4	.226
Flexible	.117	4	.998
Lively	7.386	4	.117
Proactive	5.326	4	.255
Trustworthy	2.796	4	.593
Outgoing	8.231	4	.083
Caring	6.456	4	.168
Concerned	1.222	4	.874
Curious	10.661	4	.331
Focused	2.753	4	.600
Insightful	2.919	4	.571
Positive	2.477	4	.649
Respectful	4.447	4	.349
Selfconfident	2.592	4	.628
Accepting	1.407	4	.843
Approachable	6.437	4	.169
Forgiving	10.741	4	.130
Loving	14.628	4	.606
Sensitive	7.368	4	.118

a. Kruskal Wallis Test			
b. Grouping Variable: Education			
	Chi-Square	df	Asymp. Sig.
Bold	7.231	6	.300
Confident	5.132	6	.527
Deliberate	1.890	6	.930
Honest	6.730	6	.347
Knowledgeable	1.766	6	.940
Polite	7.021	6	.319
Easygoing	9.969	6	.126
Straightforward	6.320	6	.388
Charismatic	1.917	6	.927
Flexible	10.799	6	.095

107

Lively	7.929	6	.243
Proactive	9.578	6	.144
Trustworthy	9.186	6	.163
Outgoing	5.022	6	.541
Caring	5.374	6	.497
Concerned	7.164	6	.306
Curious	7.439	6	.282
Focused	8.753	6	.188
Insightful	5.070	6	.535
Positive	5.630	6	.466
Respectful	5.301	6	.506
Selfconfident	5.686	6	.459
Accepting	5.511	6	.480
Approachable	13.103	6	.041
Forgiving	8.997	6	.174
Loving	9.054	6	.171
Sensitive	11.250	6	.081

a. Kruskal Wallis Test			
b. Grouping Variable: Employment			
	Chi-Square	df	Asymp. Sig.
Bold	3.454	4	.485
Confident	2.894	4	.576
Deliberate	3.139	4	.535
Honest	5.219	4	.266
Knowledgeable	1.729	4	.785
Polite	1.419	4	.841
Easygoing	8.233	4	.083
Straightforward	2.986	4	.560
Charismatic	1.501	4	.826
Flexible	3.394	4	.494
Lively	5.899	4	.207
Proactive	6.335	4	.175
Trustworthy	6.360	4	.174
Outgoing	1.163	4	.884
Caring	1.380	4	.848
Concerned	4.729	4	.316
Curious	2.972	4	.563
Focused	1.047	4	.903
Insightful	2.061	4	.725
Positive	1.687	4	.793

Respectful	1.974	4	.741
Selfconfident	4.356	4	.360
Accepting	5.157	4	.272
Approachable	.776	4	.942
Forgiving	1.931	4	.748
Loving	2.098	4	.718
Sensitive	.184	4	.996

a. Kruskal Wallis Test			
b. Grouping Variable: Sex			
	Chi-Square	df	Asymp. Sig.
Bold	.208	1	.649
Confident	2.897	1	.089
Deliberate	.000	1	.989
Honest	3.666	1	.056
Knowledgeable	.359	1	.549
Polite	.462	1	.497
Easygoing	1.426	1	.232
Straightforward	.022	1	.881
Charismatic	.041	1	.839
Flexible	.562	1	.453
Lively	0.000	1	1.000
Proactive	.073	1	.788
Trustworthy	1.292	1	.256
Outgoing	1.114	1	.291
Caring	.119	1	.730
Concerned	.452	1	.502
Curious	1.746	1	.186
Focused	.183	1	.668
Insightful	.405	1	.524
Positive	.407	1	.523
Respectful	.371	1	.542
Selfconfident	2.958	1	.085
Accepting	.371	1	.542
Approachable	.761	1	.383
Forgiving	.053	1	.818
Loving	1.214	1	.270
Sensitive	.132	1	.716