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**ADDIS ABABA UNIVERSITY**  
**SCHOOL OF COMMERCE**  
**DEPARTMENT OF MARKETING MANAGEMENT**

**The effect of Brand image on customer satisfaction:  
the case of the commercial Bank of Ethiopia**

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**Addis Ababa, Ethiopia**

# **The Effect of Brand image on customer satisfaction : The case of the Commercial Bank of Ethiopia**

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## **Declaration**

**I, the undersigned Yohannes Getachew, hereby declare that I am the sole author of the thesis entitled ‘the effect of brand image on customer satisfaction: the case of commercial Bank of Ethiopia’. To the best of my knowledge this thesis contains no material previously published by any other person except where due acknowledgment has been made. It contains no material which has been accepted as part of requirements for first or second degree in this or any other institution.**

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**The Effect of Brand image on customer satisfaction: the case of the  
Commercial bank of Ethiopia**

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## **Abstract**

*The purpose of this study was to examine the effects of brand image on customer satisfaction in the Commercial Bank of Ethiopia. It uses four dimensions of brand image which include brand identity, brand personality, brand association and brand attitude. Through the use of convenience sampling method, questionnaires, adopted from previous studies and relevant literature, were distributed to gather data from 384 respondents out of which 354 valid questionnaires were returned. The reliability was judged using Cronbach's alpha values ranging from .707 to .934. After analyzing the data with descriptive statistics, correlation and regression analysis, the findings indicate that all the four variables of brand image significantly influence customer satisfaction and are found to aggregately explain 83.4% of the variance in customer satisfaction. All the four hypotheses have been supported as the variables were judged to affect customer satisfaction. The results have led the researcher to recommend some marketing activities to be undertaken by the bank to enhance its brand identity, brand personality, brand association and brand attitude to increase customer satisfaction as well as implying the limitations of the study and the model and paving the way to be used as a base for future researches.*

**Key words:** brand image, brand identity, brand personality, brand association, brand attitude, customer satisfaction.

# Chapter 1

## 1. Introduction

This chapter discusses background of the study, back ground of the company, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitations of the study, definition of terms and organization of the study.

### 1.1 Background of the study

Brand image has been recognized as an important concept in marketing and consumer behavior research. (Hee, 2009). Brand image can be defined as the thoughts and feelings of a customer towards a brand (Roy & Banerjee, 2007). Brand image also represents the image of any product that relates to the consumer's mind which links the memory to a certain brand (Aaker, 1991). Brand image is a determinant factor affecting customers' subjective perceptions and consequent behaviors (Ryu et al., 2008).

In addition to the above concepts, brand image is described not only as essential to create a long-term competitive advantage for a company (Kotler, 1997), but also as an important factor that influences customer satisfaction and customer loyalty when customers are framing their emotions about service quality. (Ulusua, 2001). This shows that brand image has a positive relationship with service quality, customer satisfaction and customer loyalty.

Customer satisfaction is significant to business achievement because satisfied customers are willing to buy the product repeatedly, to become loyal customers, to be dedicated to the product and pay higher prices (Hoyer & Macinnis, 2010). In support of this, Reichet (2006) point out those existing customers can increase the profit of the company than attracting new customers.

Customer satisfaction, a central aspect of the banking experience, is inextricably linked to a bank's brand image. A strong and favorable brand image fosters customer satisfaction by instilling confidence and trust in the services provided. Satisfied customers are more inclined to stay loyal to a bank, advocating for the institution and making it their preferred choice for a broad spectrum of financial needs

Regarding customer loyalty, Roundhill (2012), explained that customer loyalty is the matter of attitudinal and behavioral trend selecting one brand over all others due to either satisfaction with the service, or service performance or experience with the brand. Cronin, Brady & Hult (2000) described customer loyalty as indicating continuous actions of customers buying a company's products or services and which also makes significant barriers to changing brands.

The banking industry is characterized by intense competition, evolving customer expectations, a continuous drive for differentiation and excellence in service delivery. In this highly competitive landscape, a bank's brand image has emerged as a pivotal factor influencing customer satisfaction. The importance of understanding how brand image shapes customer behavior is underscored by the need for banks to maintain and expand their customer base, particularly in developing markets like Ethiopia. This means, Companies or banks are required to work on and strengthen their brand image by improving customer satisfaction and customer which leads them to become market leaders and to maintain their leadership.

## **1.2 Background of the Company**

The commercial Bank of Ethiopia (CBE) stands as a prominent institution within in the nation's banking sector. With a rich history dating back more than eight decades, the CBE holds a significant share of the banking market, with deposits surpassing ETB more than one trillion and branch networks of over 2000, offering a diverse range of financial services and products to a vast and diverse customer base (Addis Standard Aug, 2023). Currently the CBE has more than 40 million account holders with the number of mobile and internet banking users also reaching more than 6.6 million and 37 000 respectively. ([www.combanketh.et](http://www.combanketh.et)) As a bank with a vision of becoming a world-class commercial Bank financially driving Ethiopian's future, its image surly holds of a paramount importance. The bank's brand image encompasses the trustworthiness, reliability, and perceived quality of the services, influencing customer choices and loyalty. Ethiopia's emerging and evolving economy adds an intriguing layer to the relationship between the bank's brand image and the behaviors and perceptions of its customers.

According to Addis standard Newspaper (Aug. 17, 2023), CBE has more than 40,000 employees as of June 2022, who staff its headquarters and its over 1000+ branches positioned in the main cities and regional towns. The bank also operates two branches in South Sudan. It is contemplating

opening branches in Djibouti, Dubai, and Washington DC all to serve the Ethiopian Diaspora (Company report, 2022).

When it comes to its deposits performance, the bank planned to mobilize approximately 205 billion birr in 2023 but came short by 41.8 billion and plans to improve it and mobilize 214 billion birr in the Ethiopian 2016 fiscal year.

On the other hand, CBE dispersed 89% of the planned 169 billion birr as credit. The bank's capital also soared to 63.1 billion birr, representing 27.7% of the total capital registered by the banking industry. Additionally, its total assets reached 1.3 trillion birr. (Company report, 2023).

In the reported period, the bank's gross profit reached 20.6 billion birr. Despite a slight decrease of 4.7% compared to the previous year, this profit surpasses the combined gross profits of the three leading private banks in the previous fiscal year still holding leading position in the sector.

Foreign currency earnings is another area in which CBE as a financial giant excelled, generating 3.5 billion USD through out the fiscal year 2015 E.C. surpassing the set target by 107% and represented a 32.1% increase from previous year. (Company report, 2023).

The Commercial Bank of Ethiopia, as the largest and most established financial institution in the country, plays a central role in the national economy. It offers a wide array of financial services and products to a diverse customer base, making its brand image a critical asset in attracting and retaining customers. The bank's brand image encompasses perceptions of its reliability, trustworthiness, quality of service, and other attributes, all of which can significantly influence customers attitudes and behaviors.

### **1.3 Statement of the problem**

In a highly competitive banking industry, understanding the influence of a bank's brand image on customer satisfaction and loyalty is critical for maintaining a competitive edge and ensuring sustained success (Subhadra, 2019; Onyanha, 2013). Previous researchers such as Samuel Hagos (2017) has shown the effect of brand image benefits on customer satisfaction and loyalty on the Ethiopian insurance company, and Onyanha (2013) has shown a bank brand image having positive impact on customer satisfaction and loyalty in a study conducted on 18 sample customers of Kenya Commercial bank. However, no clear brand image dimensions have been outlined in their investigations. Most studies have not clearly defined brand image and its dimensions taking

it as a single variable and in some cases it has been associated with other independent variables such as service quality to show its influence on other dependent variables, or sufficient number of samples have not been considered to ensure reliability in their results. Despite the growing importance of brand image and some studies being conducted regarding its impact on customers satisfaction and loyalty, few studies have been conducted comprehending its impact on customer satisfaction and subsequent loyalty within the context of the commercial Bank of Ethiopia.

The Commercial Bank of Ethiopia, as a prominent financial institution, faces challenges in assessing and leveraging the efficacy of its brand image to enhance customer satisfaction and foster enduring loyalty. Without a clear understanding of how the bank's brand image affects customer perceptions, the institution might struggle to optimize its branding strategies and offerings to meet customer expectations and cultivate enduring relationships.

Therefore, this research aims to investigate and analyze the relationship between the brand image of the Commercial Bank of Ethiopia and its influence on customer satisfaction and loyalty.

#### **1.4 The research questions**

Here are the questions this research will try to answer:

General question:

- How does the brand image of the commercial bank of Ethiopia impact customer satisfaction?

Specific research questions

1. To what extent does Brand identity influence customer satisfaction of the commercial bank of Ethiopia?
2. How does brand personality affect the customer satisfaction of the commercial bank of Ethiopia?
3. How does brand association influence customer satisfaction of the Commercial bank of Ethiopia?
4. To what extent does brand attitude affect customer satisfaction of the Commercial Bank of Ethiopia?

## **1.5 Objectives of the study**

The following are the general and specific objectives of the study

### **1.5.1 General objective:**

- To assess the impact of the brand image of the Commercial Bank of Ethiopia on customer satisfaction and loyalty.

### **1.5.2 Specific objectives:**

1. To examine the relationship between brand identity and customer satisfaction of commercial Bank of Ethiopia.
2. To examine the relationship between brand personality and customer satisfaction of commercial bank of Ethiopia.
3. To assess the relationship between brand association and customer satisfaction of commercial bank of Ethiopia.
4. To examine the relationship between brand attitude and customer satisfaction of commercial Bank of Ethiopia.
5. To recommend specific strategies and improvements that the commercial bank of Ethiopia can implement to enhance its brand image and consequently increase customer satisfaction and loyalty.

## **1.6 Significance of the study**

The significance of this study lies in its potential to uncover the underlying mechanisms that govern the relationships between bank brand image, customer satisfaction, and loyalty. By scrutinizing the perceptions and experiences of the commercial Bank of Ethiopia's customers, this research aims to provide critical insights that can inform strategic decision-making within the Bank. These insights are vital not only for the bank's sustained growth but also for the continued development of the Ethiopian banking sector.

## **1.7 Scope/ delimitation of the study**

The study will focus on a few Branches of the Commercial bank of Ethiopia in Addis Ababa within the years 2023-2024 specifically targeting existing customers across various demographics. The research will primarily explore the direct relationship between brand image, customer satisfaction,

and loyalty using surveys and potentially interviews as the main methodologies. However, the study will not consider the impact of Brand image on customers of other banks in Ethiopia, broader economic factors or regulatory changes affecting the banking sector, broader cultural and societal influences beyond brand image, perspectives of new or potential customers, and an extensive financial analysis of the bank's performance, except where directly related to customer satisfaction and loyalty.

### **1.8 Organization of the study**

The research contains five chapters. The first chapter is the introductory part which contains the background of the study, objectives, the research questions, significance of the study, ethical considerations and scope of the study. The second chapter reviews related literature on brand images, customer satisfactions, customer loyalties and their relationships from various sources. The third chapter deals with the methodology including the research approach and design, sample size and sampling technique, source of data and procedures of data collection and methods, and techniques of data analysis. The fourth chapter will deal with data analysis and interpretation and finally in the fifth chapter summary of the findings, conclusions and the recommendations will be included along with suggestions for future studies.

## **Chapter 2**

### **2.1 Introduction**

This chapter contains concepts and theories regarding brand image, customer satisfaction and customer loyalty and reviews of earlier studies by researchers on the relationships of these variables.

The aim is to provide the relevant literature in the field of brand image, and come up with a suitable conceptual framework. It starts with the introduction of the concept of brand, brand image, brand image dimensions, customer satisfaction and customer loyalty. Empirical evidences are also discussed and hypothesis developed in the last section of the chapter.

### **Review of related Literature**

#### **2.2 Theoretical review**

##### **2.2.1 Brand**

American marketing association (AMA) defines a 'brand' as ' a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those competitors" (Kotler, 2000, p. 404). This is similar to Aaker's definition that it is a name and/or symbol that distinguishes (in form of a logo or symbol, stamp or packaging) to identify the goods or services of one seller or group of sellers (Aaker, 1996). Kotler (2000) emphasized that a good brand will come to boost the company's image. Brand is the front-liner of a product, an initial view that allows consumers to identify those products. In principle, brand is a promise of sellers or producers that continually brings a unit series of performance, benefits and service to buyer. In the perspective of brand communication, Wijaya (2011) defined brand as a mark left on the minds and hearts of consumers, which creates a specific sense of meaning and feeling. Thus, the brand is more than just a logo, name, symbol, trade mark, or name attached to a product. Brand is a promise (Morel, 2003). Brand is a relationship (McNally and Speak, 2004) ; a kind of relationship that involves trust. Brand is the sum of an entity, a psychic connection that creates a bond of loyalty with a buyer, and it includes the perceived added value (Post, 2005). Nilson (1998) mentioned a number of criteria to describe a brand, not just as a name;

a brand must also have clear value, the difference can be identified with brands, attractive, and have a prominent identity.

Definitions of Brand have been around for a very long time. In the Earlier days, people used to mark their cattle or clay pots with a burnt mark. “The word brand comes from old Norse brandr, meaning to burn.” (Keller, 2008). Today the word ‘brand’ has gained more and more abstract meanings. A brand means all the inceptions, associations, descriptions, ideas and promises that develop in consumers’ mind about a product or business (Brandays, 2007-2010). Brand is the added value for what the consumer is ready to pay more, compared to an ordinary, unnamed product that fulfills the same desire (Laakso, 2003, p.22). Keller (2008, p. 2) concludes American Marketin association’s definition of a brand as follows: “ ...whenever a marker creates a new name, logo, or symbol for a new product, he or she has created a brand.”

### **2.2.2 Brand image**

Brand image is how customers perceive a brand. How customers view a brand goes well beyond the products and services that a company offers. The customer-Based Brand equity (CBBE) model, as developed by Aaker and Keller, is widely recognized theoretical framework. According to this model, brand image is formed by brand associations, perceived quality, and brand awareness. Empirical studies grounded in CBBE theory emphasize the importance of a positive brand image in enhancing customer satisfaction (Aaker, 1996: Keller, 1993). According to Kapferer (2008), brand image is the identity and the reputation of the brand as perceived by the audience. Keller (1993), defines brand image as “perceptions about a brand as reflected by the brand associations held in customer memory.” He emphasizes the importance of these associations in shaping customers’ thoughts, feelings, and reactions towards a brand. Brand image is also seen as the set of beliefs held about a particular brand, Davis (2002). Davis stresses that these beliefs are formed from personal experiences, advertising, word-of-mouth, and other sources of information about the brand.

Brand image is a representation of the overall perception formed from information and knowledge on the brand. It is closely related to attitudes and beliefs that form choice (preference) to a brand (Wijaya, 2013).

In certain conditions, brand can be described by certain characters as human beings. The more positive the description is the stronger the brand image and the more opportunities for brand development (Davis, 2002). Brand image can also be assumed as a set of brand associations that are collected in the minds of consumers (EG Harris, et al, 2001). Brand image refers to the framing of memory about a brand, which contains the results of interpretation (Decoding) by the consumer of the messages through the attributes, benefits and advantages of the product, the use, the atmosphere created or used in communication, the users of the product, and through the attitude and character of marketers or sales person and/or brand owner. In simple term, it can be said that brand image is actually what consumers think and feel when they hear about or see a brand. In other words, brand image is a form or a particular description of a trace of meaning left in the minds of the consumer audience (Wijaya, 2011), which can then guide the consumer audience how to behave towards the brand, whether to try and be faithful or just do 'trial and error' then go, or, they simply do not want to try because of the brand image of the product or company or because it is not relevant to their needs.

The image of a brand represents the perception that can reflect objective or subjective reality. Image formed by representation of perceptions is the basis for the decision of purchasing a product even for having the brand loyalty. According to Aaker (1991), consumers often buy products that have famous brand because they feel more comfortable with things that are already known. The assumption that the well-known brand is more reliable, always available and easy to find, and has a quality that no doubt, make a familiar brand has a more potential to be chosen by consumers than a brand that is not familiar (B.S. Wijaya, 2013).

Brand image is also defines as the perception and preference of consumers towards brand., reflected by the various associations that live in the memory of consumers about the brand. Although The brand association can occur in many different forms, but the association may be performance associations that are usually tangible and imaginary associations that are intangible, related to attributes and advantages of the brand. (Peter& Olson, 2002). Therefore, brand image is the comprehensive impression towards brand positioning in the context of competition with other brands in the same category- how strong is the positioning sticking in the mind of consumers (B.S. Wijaya, 2013).

### **2.2.3 Functions of Brand image and its roles**

Wijaya, et.al (2013) have suggested several functions and roles for brand image, such as a way for market entry, source for added value of products, value storage for the company, and can be a force in the distribution of products (channel power). Related to the function of market entry, brand image plays an important role in pioneering the advantage of the product, brand extension and brand alliance. Pioneer products are usually overshadowed by the pioneer product. Brand image also allows the company to develop a brand of products from one market to another market segment through brand extension.

The other function of brand image is its role a source of added value products. In this context, many marketers recognize that brand image does not just encapsulate the consumer experience towards the product, but also can change the experience. Thus, it can be said that the image of the brand has a much more powerful role in adding to the value of the product by changing the experience and perception towards the product. (Wijaya, 2013).

Another function of brand image is as a repository of value for a company. The brand name is a corporate's storage of values as the investment result from advertising costs and the increase of accumulated product quality. A company can use the stored values as 'capital' to convert strategic marketing ideas into long-term competitive advantage (Wijaya, 2013). In addition, a brand name with strong image can also work in creating power in the distribution channel. This means that the brand does not only play an important role horizontally in facing their competitors, but also vertically in the acquisition of distribution channels, to have more control and bargaining power on distributors (Aaker, 1991).

## **2.3 Dimensions of Brand image**

### **2.3.1 Brand identity**

Identity is one of brand image dimensions. Brand identity refers to physical or tangible identities related to the brand or product that makes consumers easily identify and differentiate with other brands or products, such as logo, colors packaging, location, corporate identities, slogans, and others (Kapferer, 2008). It can be seen as everything the brand owner wants the consumers to associate with the brand (Roy & Banerjee, 2007). According to Arnould, et al (2005), attribute that

shapes brand image consists of objective or intrinsic attributes such as packaging and basic benefits offered, as well as the beliefs, feelings and associations, related to the brand of the product.

Brand identity represents a set of strategic tools maintained by companies in order to increase recognition, to differentiate it from its competitors and to develop brand value and customer loyalty (Keller, 1993 & Wheeler, 2014). According to Aaker (1998) brand identity is the unique set of association that the brand strategy aspires to create or maintain., this association represents what the brand stands for and imply a promise to customers from the organization members.

### **2.3.2 Brand personality**

Personality is the other dimension of brand image. It is the distinctive character of a brand that makes up certain personalities as a human being, so that consumer audiences can easily distinguish it from other brands of the same category; such as assertive character, stiff, dignified, noble, friendly, warm, compassionate, sociable, dynamic, creative independent, and so on (Wijaya, et.al, 2013). Plummer (1995) in his study revealed that one of the components of brand image is the personality or character of the brand itself. Plummer summarized his research by showing that the brand can be characterized by personality descriptions such as ‘youthful’, ‘colorful’, and ‘gentle’. Chang, et al. (2001) showed that consumers exhibit a favorable feeling toward the brand when the brand personality is congruent with their self -image. Aaker (1991) associated the brand image with the brand personality as one component of brand equity, and defined a brand as a set of human characteristics associated with the brand.

According to Aaker (1997), brand personality is a marketing strategy that describes brands in terms of human characteristics. It is a broad concept that includes all tangible and intangible taints of brands. Aaker, Fournier, and Brasel (2004) defined brand personality as a marketing strategy of making a brand unique by associating it with human characteristics.

Aaker (1997) defined the brand personality with reference to the big five dimensions and developed the brand personality framework after considering different industries. He explained the five core dimensions as follows

1. Sincerity: refers to what extent the brand has down to earth, honest, wholesome, and cheerful characteristics.

2. Excitement: refers to daring, spirited, imaginative, and up-to-date characteristics that account for a brand to be exciting.
3. Competence: refers to what extent the brand has reliable, intelligent and successful characteristics.
4. Sophistication: refers to the brand having the upper class and charming characteristics which leads for it to be named as a sophisticated brand.
5. Ruggedness: refers to the outdoorsy tough characteristics which leads the brand to be viewed as rugged.

### **2.3.3 Brand association**

A brand image dimension that associates a brand with its unique offering of a product or service, with recurring and consistent activities such as sponsorship or socially responsible activities, and other issues that are very strongly related to a brand, or a person, a certain symbol and meaning strongly attached with a brand as Nike was with Tiger Woods is Brand association. (Wijaya et.al, 2013).

Davis (2000) described the elements forming brand image consist of brand association, that is the characteristic of the product or service that are associated with the brand by consumers, including the resulting perception of the brand promises, positive or negative, as well as the expectations regarding the brand attempts in maintaining customer satisfaction.

Brand association is everything associated in memory with a brand equity (Aeker 1991). Brand association is related to information on what is in the customers mind about the brand, either positive or negative, connected to the node of the brain memory (Emari et al., 2012).

According to Fayrene and Lee (2011), brand associations are the most accepted aspect of brand equity. Brand associations consist of all brand related thoughts, feelings, feelings, perceptions, images, experiences, beliefs, and attitudes (Kotler & Keller, 2006).

Brand association acts as an information collecting tool to execute brand differentiation and brand extension (Osselaer & Janiszewski, 2001). A set of associations, usually organized in some meaningful way, forms a brand image. Consequently, brand image can be said to be the brand association or customers perception about a particular brand as a result of their association with the brand.

### **2.3.4 Brand Attitude**

Brand attitude or brand behavior is also among brand image dimensions, is the attitude or behavior of a brand when communicating and interacting with consumers in order to offer benefits and values that it has. In other words, brand attitude is the manners or behaviors that a brand and all its attributes indicate while communicating and interacting with consumers, which in turn influence consumers' perceptions and judgement toward the brand. (Wijaya, et al, 2013).

According to Keller (1993), brand attitude and behavior includes communication attitudes and behaviors, activities and attributes attached to the brand when dealing with consumer audiences.

### **2.3.5 Brand Competence and benefit**

According to Rizwan & Xian (2008), Keller (1993) and Laiho & Inha (2012: 16) "Benefits are the personal value consumers attach to the product attributes-that is, what the consumers think the product can do for them." Brand image benefits were categorized into three parts. The first kind of Brand image benefit is functional benefits which refers mainly to physiological and safety needs, as well as to desires for problem removal or problem avoidance. The second brand benefit is experiential benefits which refer to what it feels like to use the product. They are related with sensory pleasure, variety and cognitive stimulation. The third kind of brand image benefit is symbolic benefit which is related to underlying needs for social approval or personal expression as well as self-esteem.

## **2.4 Brand image Measurement**

According to Driesener, C & Romaniuk, j (2006 p. 683) The three brand image measurement techniques are : (1) A Likert rating technique (Scaling), (2) A ranking technique (scaling), and (3) A pick-any technique (sorting). When rating brands, respondents are typically asked to respond on a 5- or 7- point scale which ranges from strongly agree to strongly disagree. (Likert, 1932). The score gauges the extent to which the respondents feel the brand is associated with a certain attribute. The second type of measure (ranking) is where brand are ranked relative to competitors according to their association with an attribute, i.e if the brand is ranked 'first', the brand is most associated with the strongest on the attribute of the choice set. The key difference between rating and ranking approaches is that while two brands cannot be placed in the same rank, they can be afforded the same rating. Third measure is the 'pick-any' approach, where respondents are asked

which brands, if any, they associate with each attribute. Respondents can name any, all or none of the brands. As with the other techniques, brand names can be provided in a list or recalled from memory. The key difference between this measure and the others is that the pick-any measure is a response indicating association with the brand, rather than the degree of association. With this technique, therefore, multiple brands can be associated with the same attribute, but there is no discrimination between those brands as to the degree of association with the attribute by that individual. These measures thus far differ on three criteria. The first is whether the technique is scaling or sorting (Joyce 1963). Rating and ranking measures require the respondent not only to show whether or not there is an association but also to indicate the strength of that association. These are therefore, scaling techniques. In contrast, the pick-any measure requires the respondent only to indicate whether they perceive the brand and attribute to be associated. The second criterion is that for some measures brands are not directly compared, whereas others explicitly require a direct comparison of the brands. Ranking is considered to be a comparative measure, while rating and pick-any approaches are not (Joyce 1963).

## **2.5 Customer satisfaction**

Customer satisfaction refers to the extent to which a product or service meets or exceeds the customer's expectations and fulfills their needs, resulting in a positive perception and experience with a brand or business. Studies by researchers like Oliver (1990), Parasuraman et al. (1985) with the SERVICAL model, and Anderson and Sullivan (1993) have contributed extensively to understanding customer satisfaction. They have explored areas such as service quality, expectations, perceived value, and their impact on satisfaction. Other researchers like Reichheld (1996) delved into the connection and satisfaction and customer loyalty, emphasizing its significance for business success. This area remains active with ongoing studies examining various industries and evolving customer behaviors impacting satisfaction levels.

Most researchers agree that satisfaction is an attitude or evaluation that is formed by the customer comparing their pre-purchase expectations of what they would receive from the product to their subjective perceptions of the performance they actually did receive (Sriyam, 2010). According to Hansemark and Albinson (2004) as cited in Zekiri (2011) "satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what

customers anticipate and what they receive, regarding the fulfillment of some needs, goals or desire.” Kotler and Keller (2006) defines satisfaction as a person’s feelings of pleasure or disappointment resulting from comparing a product’s or service’s perceived performance (or outcome) in relation to his or her expectations. Customer satisfaction is also defined as an ‘evaluation of the perceived discrepancy between prior expectations and the actual performance of the product’ (Samuel, 2006). What these definitions of customer satisfaction imply is that, if performance falls short of expectations, the customer is dissatisfied. If performance matches the expectations, the customer is satisfied. If performance exceeds expectations, the customer is highly satisfied or delighted. In conclusion, customer satisfaction is defined as a result of customer’s evaluation to the consumption experience with the services. However, the customers have different levels of satisfaction as they have different attitudes and perceived performance from the product/service.

## **2.6 Customer satisfaction Measurements**

Customer satisfaction is the extent to which a product’s perceived performance matches a buyer’s expectations (Kotler & Armstrong, 2012). According to Kaplan & Norton (1996) customer satisfaction measures provide feedback on how well the company is doing. These authors say that assessing the satisfaction level of customer is based on specific performance criteria within the value proposition. The three classes of attributes of the customers’ value propositions are: Product and service attributes like functionality, quality; customer relationship like quality of purchasing experience and personal relationship, and image and reputation (Kaplan& Norton, 1996). The first attribute which is product and service attributes encompasses the functionality of the product or service, its price, and its quality. This customer satisfaction dimension can be measured by safe, engineering service, minimum revision of submitted procedure, clean facility, standard of input provided, innovativeness to reduce cost, money value and others. The second attribute, that is, customer relationship dimension includes the delivery of the product or service to the customer, including the response and delivery time dimension, and how customers feel about purchasing from the company. It is measured by speedy service, friendly helpful employees. Finally, the last attribute which is image and reputation dimension refers to the intangible factors that attract a customer to a company.

## **2.7 Empirical Review**

### **2.7.1 Relationship between Brand image and Customer satisfaction**

The customer-based Brand equity (CBBE) model, as developed by Aaker and Keller, is a widely recognized theoretical framework. This model shows businesses how to build from a strong foundation of brand identity upwards to achieving brand resonance. According to this model, at level two where brand meaning is formed, Brand image plays a role and is in turn formed by brand associations, perceived quality, and Brand awareness. Empirical studies grounded in CBBE theory emphasize the importance of a positive brand image in enhancing customer satisfaction (Aaker, 1996; Keller, 1993). For example, research by Smith et al. (2016) demonstrates a strong positive correlation between a bank's brand image and customer satisfaction. Some researchers also show that the relationship between brand image and customer satisfaction in their research paper findings. Lin Chien- Hsiung (2011) showed with the construction of good brand image, customers were more likely to increase the satisfaction of usage and would like to recommend the brand to others. Nazir et. Al. (2016) also showed an interlink indicating that customer satisfaction is linked with brand image in a manner that shows a boost in one leads to an increase in another. Saeed et al. (2013) also indicated a positive and significant relationship exists between brand image and customer satisfaction. Samuel H. (2017) has cited, in related studies by many other scholars such as Lahap (2016), Malik, Ghafoor & Iqbal (2012), Chen- Hisiung (2011), Yulianti & Tang (2013), and Chen (2015) who have all shown the positive relations that exist between brand image and customer satisfaction

### **2.7.2 Relationship Between brand identity and customer satisfaction**

A Study by Neoda Farizan (2018), entitled "the effect of brand identity, brand image, and perceived value on loyalty with customer satisfaction as mediation variable for customer fresh juice Bintaro" revealed that brand identity has positive and significant effect on customer satisfaction and loyalty. Another study by Reza Abedientitled "The relationship between brand identity with brand loyalty regard to the mediating role of perceived value of the brand, brand trust, and customer satisfaction of Brand." Showed there was a significant relationship between brand identity with brand loyalty due to the mediating role of perceived value, trust and satisfaction.

### **2.7.3 Relationship between brand personality and customer satisfaction**

Lada and Sidin (2012) showed that brand personality is the predictor of customer satisfaction. Mohammed Shuib et al (2018) also showed in their findings that the ruggedness attribute of brand personality has the most influence on customer satisfaction. Customers have a tendency to choose and implement brands with several outstanding personality dimensions to highlight certain aspects of their own personality in various situational contexts (Aaker, 1999; Helgeson and Supphellen, 2004). Thus if the consumers' personality can match with brands' personality, that will cause companies to have satisfied customers directly or indirectly.

### **2.7.4 Relationship between brand association and customer satisfaction**

Mackintosh et al. (2020) in their study 'Brand association and customer satisfaction of fast food firms in Rivers State' found that brand association has a positive and statistically significant correlation with repeat purchase and customer retention of fast food firms in Rivers State. The study concludes that customer satisfaction of fast foods in Rivers State is influenced by brand association and that brand association predicts customer satisfaction in terms of repeat purchase and customer retention.

Brand association is useful in differentiating a firm and its products and standing them out in the marketplace (Keller, 2003). Brand images like consumer's trust on the brand and service quality are very favorable associations linked to a brand. Thus, scholars have carried out studies to ascertain the impact of brand association on customer satisfaction. Ashraf, Sulehri and Abbas (2018) investigated the impact of brand association on consumer buying behavior and found that the components of brand association have positive impact on consumer buying behavior which is affected by satisfaction. Also, Yoo et al. (2000) found in their research that brand associations have a positive influence on customer choices, preferences and purchase intention, willingness to pay a price, for the brand, accept brand extensions, and positive word-of-mouth. Harcourt & Ikegwuru (2018) revealed that brand association which is a dimension of brand equity has positive impact on marketing performance.

### **2.7.5 Relationship between brand attitude and customer satisfaction**

In a study done by Wen-Hwa et al (2008), showed that the dimensions pertaining to brand attitude included cognitive, affective and conative components. The affective component means

value proved to be much higher than those of the cognitive and conative components and showed that customer satisfaction was a positive predictor of the affective, cognitive and conative components. The effect of brand attitude on participants' willingness to revisit was mediated by their perceived level of satisfaction. A study by Kim et al. (2017) revealed that selection attributes had positive effect on customer satisfaction which in turn had positive effect on brand attitude

## **2.8 Conceptual Framework**

This section of the study provides a framework to describe brand image. The framework reflects the different author's perception and interpretation of various existing brand theories and concepts. Here the various dimensions of brand image discussed so far have been summarized to develop the hypotheses.

### **2.8.1 Brand identity**

Brand identity is a unique set of associations that the brand strategy aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members (Aaker, 1998).

### **2.8.2 Brand personality**

Personality creates a procedure to differentiate among various brands and can be a determinant to satisfaction and loyalty. (Bruwer & Buller, 2005)

### **2.8.3 Brand association**

Brand associations have been shown to an important factor affecting customer satisfaction and loyalty. (Al-Abdallah, 2013).

### **2.8.4 Brand attitude**

Brand attitude has been shown to be associated with brand loyalty and satisfaction (Rajumesh, 2014).

Based on the theoretical and empirical review of different researchers, the following conceptual framework has been adopted.

**H1:** Brand identity has a positive and significant effect on customer satisfaction at Commercial Bank of Ethiopia.

**H2:** Brand personality has a positive and significant effect on customer satisfaction at Commercial Bank of Ethiopia

**H3:** Brand association has a positive and significant effect on customer satisfaction at Commercial bank of Ethiopia

**H4:** Brand attitude has a positive and significant effect on customer satisfaction at Commercial bank of Ethiopia.

**Brand image**

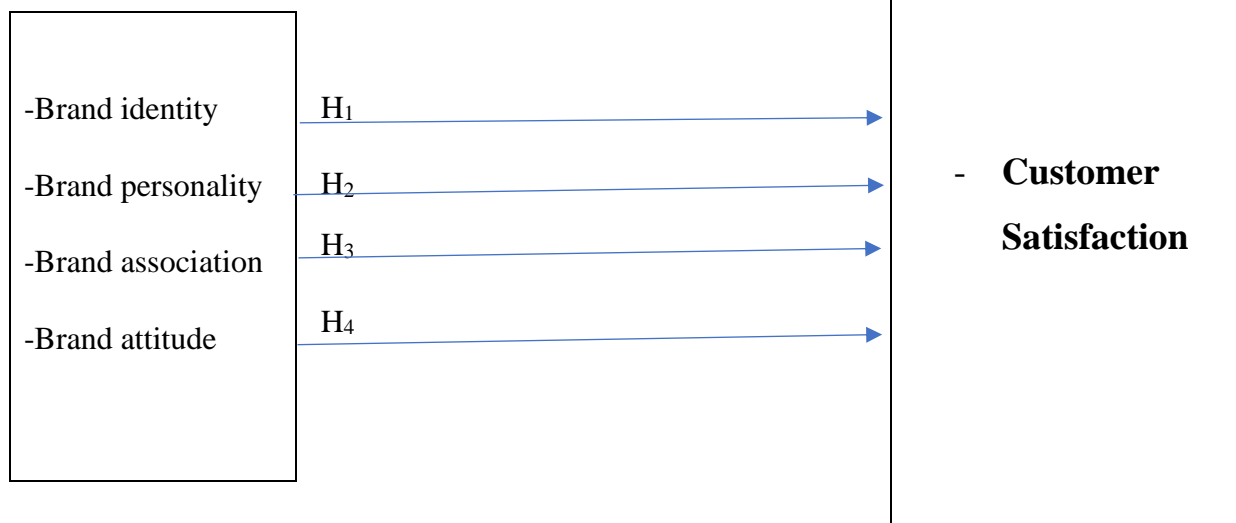


Figure 2.1 Conceptual framework

## **Chapter 3**

### **Introduction**

This chapter describes the methodological procedures that are used for answering the research questions proposed in the first chapter. The first section highlights an outline of the research approach and design followed by population, sampling technique, data source and collection, the procedure, data analysis, discussion of validity and reliability issues and finally the ethical considerations.

### **3.1 Research Methodology**

This chapter outlines the research design and methodology used to address the research objective. It also discusses the sampling procedure, sample size, data collection procedure, questionnaire design, and empirical techniques used in analysis of the data.

### **3.2 Research Approach**

Research approach is a general plan and procedure for conducting a study. Since this study aims to employ numerical values to explain the effect of brand image on customer satisfaction and loyalty, to address the research questions, to test the hypothesis and investigate the cause-and effect relationship between brand image and customer satisfaction and loyalty, it employed quantitative type of research approach which is deductive in nature. Quantitative data enables a researcher to establish statistical evidence on the strength of relationships between variables. Besides,

quantitative methods can be used to test hypothesis, and determine the reliability and validity of the variable of measurement (Malhotra, 2004; Zikmund & Babin, 2007).

### **3.3 The Research design:**

A research design, as defined by Kothari (2004, P. 31-32) is “the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.” It is in fact the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. Research design also stands for advance planning of methods to be adopted for collecting the relevant data and techniques to be used in their analysis. Hence, Research design refers to the overall plan or strategy that outlines how the research study is conducted. It includes decisions about the type of data that is collected, the methods of data collection, and analysis techniques that should be used. It also encompasses the overall structure of the study, such as whether it is experimental, correlational, descriptive or a combination of these. Keeping that in mind, this research employed both explanatory research and descriptive research design. As it attempts to investigate the effect of the independent variables of brand image on the dependent variables (Customer satisfaction and loyalty), explanatory design is appropriate. Then descriptive analysis of primary data collected through questionnaires about demographic profiles of respondent is given. It can also be said it follows the explanatory research approach, with its focus on testing the postulated hypothesis and examining the casual relationships between concepts (Malhotra & Birks, 2007, P. 134), to be able to infer implications to managerial decisions with the empirical results obtained.

### **3.4 Population and sample frame**

This research aims to measure the effect of bank brand image on customer satisfaction and loyalty in the commercial bank of Ethiopia from the customer point of view based on the conceptual CBBE model. Therefore, the population under this study is all the customers of the commercial Bank of Ethiopia.

### **3.5 Sampling technique and Size**

Sampling involves the various procedures that aid to select a part to represent a population. For the purpose of this study a Convenient sampling method, a variation of Non-probability

sampling, was used. This is used “where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study”. I Etikan, et al (2016). It is impractical to assess the Evaluation of all CBE customers in Addis. Time limit and budget constraint also compel the student researcher to focus on selected branches of CBE to undertake the survey.

In order to generalize with confidence about the constructs under investigation, the appropriate sample size has to be considered. According to the information from (<http://www.research-advisor.com>), sample statistics need to be reliable and represent the population parameters as closely as possible within a narrow margin of error. Neuman (2007) proposed that for a population of a study that is impractical to count the formula below can be used to estimate minimum sample size. Thus, the sample size at 95% confidence level with +/-5% confidence interval (margin of error) and expecting variance in the response to be 0.5 comes to be 384, as determined as follows with the formula:

$$\begin{aligned}
 N &= z^2 p(1-p)/e^2 \\
 &= ((1.96)^2 * 0.5 * (1 - 0.5)) / (.05)^2 \\
 &= 384
 \end{aligned}$$

Where :

- N: Sample size
- z: 95% confidence interval corresponds to value of 1.96 from Z-score table.
- p: probability of 0.5 or
- q: 1-p which also equals 0.5
- e: 0.05 margin of error

To minimize the possibility of non-response rate, a sample close to 400 customers will be taken.

### **3.6 Data Collection**

Surveys and structured questionnaires were administered to a sample of commercial bank of Ethiopia's customers to collect quantitative data. Bathacharjee (2012) noted that survey research is a method involving the use of standardized questionnaire to collect data about people and their perceptions, thoughts and behaviors in a systematic manner. High responsiveness, good statistical significance, convenient data, low cost and precise results are the major benefits of using survey and the reason for researchers' preference to use it. In this study, a close-ended questionnaire was adopted from the review of related literature. and modified to include a 5-point Lickert rating scale from 1 (which means strongly disagree), to 5 (meaning strongly agree.). The questionnaire includes the selected dimensions of brand image variables i.e. Brand identity, Brand personality, Brand association & Brand attitude. to analyze the effect on customer satisfaction and loyalty. The data was selected from 384 CBE customers as stated in the sample size using convenience sampling method.

### **3.7 Data collection procedure**

Survey questionnaires were distributed to customers in different service encounters from 5 branches of the bank. The sample respondents were selected through convenient sampling method. The selected customers were requested to fill the questionnaires and their participation was strictly voluntary.

### **3.8 Data analysis**

In order to investigate the data that were collected through survey questionnaires, descriptive statistics, correlation analysis and multiple regression analysis were conducted using the analysis tool IBM SPSS version 24. Descriptive statistics was employed to describe the demographic nature of the respondents, and the means and frequencies of their responses. To investigate the relationship among the variables and the influence of independent brand image variables on the dependent ones i.e. customer satisfaction and loyalty, inferential statistics i.e. correlation and regression analysis were conducted. Preliminary analysis tests were also done to see if there were any violations of the assumptions for regression analysis.

### 3.9 Data validity and reliability

To ensure the reliability of the data, scales, and quantitative coding tests will be conducted to establish reliability. Data collection procedures will be standardized to enhance validity.

**Content Validity:** is the extent to which a measuring instrument provides adequate coverage of the topic under study. If the instrument contains a representative sample of the Universe, the content validity is good. Its determination is primarily judgmental and intuitive. It can also be determined by using a panel of persons who shall judge how well the measuring instrument meets standards, but there is no numerical way to express it (Kothari, 2004)

The validity of this study has been stated in the literature review part where it has been indicated all the variables are adapted from previous research works. To increase the degree of clarity & understandability the English version questionnaire is translated into Amharic by professional translator. Moreover, the overall content validity of the instrument such as clarity, length and wording of all variable (items) will be inspected.

**Reliability:** is the measure of how stable, dependable, trustworthy and consistent a test is in measuring the same thing each time (Kothari, 2004). Most importantly the data the researcher is analyzing should be consistent with the research questions that the data are trying to answer. Reliability is inversely related to a random error. (Coakes & Steed, 2007) There are several different reliability coefficients. One of the most commonly used is called Cronbach's Alpha. Cronbach's alpha is based on the average correlation of items within a test if the items are standardized. Cronbach's reliability analysis is conducted on the independent variables in order to determine the reliability of the instrument used. Lack of reliability is a serious drawback of an outcome measure as it indicates errors in measurements (Powell, 1999). Hence a pilot study is conducted to see the internal consistency of the data collection instrument and come up with alpha value of greater than 0.7. In this research a pilot study was conducted in the pre-test stage to determine the reliability of the data collection instrument.

Reliability concerns the extent to which a measurement of a phenomenon provides a stable and consistent result (Carmines and Zeller (1979). Cronbach's Alpha is considered as the most appropriate measure of reliability when deploying Likert scales on Survey instruments (Whitley, 2002, Robinson, 2009).

Scale reliability test was conducted to a sample of 30 respondents to see the consistency and reliability of the research instrument. The Cronbach's alpha, the most common for Likert scale questionnaires was applied to evaluate the internal consistency of the items. A questionnaire or measurement instrument with Cronbach's alpha value of 0.7 or above is considered reliable.

The reliability test shown in the table below revealed  $\alpha$  has a score of above 0.7 for all items implying sufficient reliability of the items. The overall reliability of the 23 items is shown to be 0.934 again an indication of good internal consistency

Table 3. 1 Reliability Analysis of Variables

Variable	No. of items	Cronbach's Alpha	Cronbach's Alpha based on Standardized items
Brand identity	3	.898	.901
Brand personality	3	.707	.717
Brand association	4	.740	.744
Brand attitude	4	.750	.750
Customer satisfaction	4	.723	.748
Overall	18	.934	.938

Source: Survey result, 2024

### **3.10 Ethical considerations**

Informed consent was obtained from all participants, and their privacy and confidentiality will be protected throughout the research process. According to Saunders, Lewis and Thornhill (2001:130), '...ethics refers to the appropriateness of your behavior in relation to the rights of those who become the subject of your work, or affected by it.'

The data was collected from those sample respondents who were willing to participate after informing them the purpose and intention of this particular study. In order to keep the confidentiality of the information obtained, respondents were not required to state or write their names and were informed that the answers given were only used for academic purposes. No information was modified or changed. All the literature collected for the purpose of this study have been properly quoted, cited and given acknowledgment in the references

## **Chapter 4**

### **Data presentation, analysis and interpretation**

#### **4.1 Introduction**

This chapter of the research contains a presentation and discussion of the data analyzed. The findings are presented in the following steps: the general demographic characteristics of the respondents, some analysis of the variables using descriptive statistic, then the correlation analyses and regression analyses as well as the discussion of the results is presented accordingly.

#### **4.2 Response Rate**

Questionnaires were distributed to customers in 5 branches of the Commercial Bank of Ethiopia (CBE) in Addis Ababa. To arrive at the required sample respondents of 384, 390 questionnaires were distributed, 21 missed and about 369 were returned. All the collected questionnaires were checked to make sure all the items were responded by the participants. In the end about 354 questionnaires (about 92.2%) of the required sample were found to be complete and usable for analysis as per the instructions.

#### **4.3 General Demographic Characteristics of the respondents**

The demographic characteristics shown in the table below (Table 4.2) includes the age, gender, Employment status, and years of experience as customers of the participants. As Shown in the table below the age groups that participated the most are in the 18- 35 years of age Category i.e 123 of the respondents or (34.7%); and 36-50 years of age about 121 respondents or (34.2%). Looking at the composition of the gender, we see that 165 or 46.6 % of the respondents are males whereas 189 or 53.4% are females. The Employment status of the majority of the respondents is in private organizations numbering at 126 or 35.6% followed by government employees whose numbers are 101 or 28.5 %. Finally Looking at the results most participants of the study about 142 or 40.1% have more than ten years of experience as CBE customers and only 11.9% of them or 42 respondents have less than 3 years' experience as customers.

Table 4. 2: General demographic characteristics of the respondents

<b>Personal Profile</b>	<b>Frequency</b>	<b>Percent</b>
<b>Age</b>		
18-35 years	123	34.7
36-50 years	121	34.2
51-65 years	72	20.3
66 years and older	38	10.7
<b>Gender</b>		
Male	165	46.6
Female	189	53.4
<b>Employment Status</b>		
Self Employed	63	17.8
Private Employee	126	35.6
Government employee	101	28.5
Retired	48	13.6
student	16	4.5
<b>Years of Experience as Customer</b>		
Less than 3 years	42	11.9
3 to 5 years	103	29.1
5 to 10 years	67	18.9
More than 10 years	142	40.1

Source: Survey result, 2024

#### 4.4 Descriptive analysis of Variables

Descriptive statistics provide basic information about variables in a dataset highlighting potential relationships among variables (George, 2018). Descriptive statistics such as mean and standard deviation is used to evaluate the overall opinions of customers on each variable regarding CBE.

#### 4.4.1 Brand Identity

##### Descriptive statistics

Table 4. 3: Brand Identity descriptive statistics

	N	Mean	Std. Deviation
The bank is easily recognizable by customers	354	4.06	.746
The bank is familiar to me	354	4.01	.881
The bank makes a strong impression on me	354	3.87	.989
Valid N	354		

Source: Survey Result, 2024

By looking at the table above, the mean score of the responses ranges between 3.87 and 4.06 which means that most participants' responses fall in the 'agreed' range. This can be translated as customers' recognition of the brand, its familiarity, and the impression it makes is a good one because the respondents mostly agree with the brand identity statements. This also implies that brand identity could be a factor that affects customer satisfaction and loyalty.

#### 4.4.2 Brand personality

Responses for items asked regarding brand personality are presented in the following table:

##### Descriptive statistics

Table 4. 4: Brand personality descriptive statistics

	N	Mean	Std. Deviation
I am willing to frequently use CBE	354	3.83	.924
Using the CBE enhances my self-esteem	354	3.92	.942
I feel connected to the CBE brand	354	3.88	.933
Valid N	354		

Source: Survey Result, 2004

According to the analyzed responses, the mean scores range from 3.83 to 3.92 which translates into the respondents mostly tending to 'agree' on brand personality statements. This could lead

to an understanding that Customers would like to frequent CBE services as it enhances their self-image and increase their connection with the brand.

#### 4.4.3 Brand Association

Customers were also asked their opinions on Brand association statements and the responses are presented as follows:

#### Descriptive statistics

Table 4. 5: Brand association descriptive statistics

	N	Mean	Std. Deviation
I have a clear image of the type of person who uses the CBE brand	354	3.81	.936
I trust the CBE brand	354	4.07	.875
I associate the CBE brand with excellence	354	3.88	.828
I associate the CBE brand with good feeling	354	3.95	.957
	354		

Source: Survey Result, 2024

According to the table above, the mean scores that fall within the range of 3.81 to 4.07 indicate most responses are in the range of agreement to the statements. This implies customers have a clear image of the person who uses the CBE, have trust to the brand and associate it with excellence and good feeling.

#### 4.4.4 Brand attitude

Customers were also asked their opinion on Brand attitude statements and their responses are presented below.

### Descriptive statistics

Table 4. 6: Brand attitude descriptive statistics

	N	Mean	Std. Deviation
I think CBE is a good brand	354	3.95	.850
I have a positive attitude to the CBE	354	3.94	.850
Using CBE products and services is a good decision	354	4.02	.928
I think CBE is a reliable and credible brand	354	3.94	.836
Valid N	354		

Source: Survey Result, 2024

The mean scores of responses of the participants fall within the agreement range. This indicates customers mostly have positive attitude towards CBE brand.

#### 4.4.5 Customer Satisfaction

Customers were also asked about their opinions of their satisfaction with the Bank services and their responses are presented below.

### Descriptive statistics

Table 4. 7: Customer Satisfaction descriptive statistics

	N	Mean	Std. Deviation
I am satisfied with the overall services of the bank	354	3.99	.841
The bank sufficiently meets my expectations	354	3.94	.887
CBE staff is knowledgeable in introducing and explaining the bank products	354	4.02	.851
The bank makes positive contribution to my business/ my self	354	3.92	.905
Valid N			

Source: Survey Result, 2024

The mean scores of the responses for customer satisfaction statements fall between 3.92 and 4.02 which implies customers agree to the statements and therefore are mostly satisfied with CBE service.

## **4.5 Correlation and Regression analysis**

### **4.5.1 Correlation analysis**

Correlation measures the association or relationship between two (or more) variables. This analysis is based on the assumption of straight-line (linear) relationship between the quantitative variables. Similar to the measures of association for binary variables, it measures the 'strength' or the 'extent' of an association between the variables and also its direction (Gogtay, 2017). The end result of a correlation analysis is a correlation coefficient whose values range from -1 to +1. A correlation coefficient of +1 indicates that the two variables are perfectly related in a positive manner; a correlation coefficient of -1 indicates the variables are perfectly related in a negative manner. A 0 coefficient shows there is no relationship between the variables. There are various interpretations for the values in-between. A Pearson's correlation analysis was applied to the data in this study and translated according to Field's interpretations which describes coefficients that fall between 0.1 and 0.29 as weak; 0.3 and 0.49 as moderate; and any coefficients greater than 0.5 as strong (Field, 2015).

Table 4. 8 Correlation analysis between variables

	Brand Identity	Brand Personality	Brand Association	Brand Attitude	Customer satisfaction
Brand Identity	1	.751**	.735**	.720**	.654**
Brand Personality	.751**	1	.835**	.817**	.724**
Brand Association	.735**	.835**	1	.864**	.724**
Brand Attitude	.720**	.817**	.864**	1	.870**
Customer Satisfaction	.654**	.724**	.813**	.870**	1

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

Source: Survey result, 2024

The correlation analysis results shown in Table 4.9 reveals that the correlation coefficients of the variables lie between .654\*\* and .870\*\*. i.e. (.654\*\* ≤ r ≤ .870\*\*) an indication that there is a strong positive relationship between any of the variables. The highest correlation coefficient is between brand attitude and customer satisfaction where (r= 0.870\*\*, p<0.01) indicating the relationship between brand attitude and customer satisfaction as the strongest and most significant one.

The second highest correlation coefficient is between Brand association and brand attitude (r=0.864\*\*, p<0.01). Therefore, there is also strong positive relationship between brand attitude and brand association.

Further reading of the table only reveals similar results as the smallest correlation coefficient is r= 0.654\*\* which exists between Brand identity i.e one of the brand image dimensions and Customer Satisfaction. That is greater than r>0.5\*\* to categorize it as a relationship that is strong and positive.

## **4.5.2 Regression analysis**

Regression analysis is the method to discover the relationship between one or more response variables (also called dependent variables, explained variables, predicted variables, or regressands also denoted by  $Y$ ) and the predictors (also called independent variables, explanatory variables, control variables or regressors, usually denoted by  $x_1, x_2, \dots, x_n$ ). (Xin Yan, Xiaogang Su, 2009).

Linear regression analysis investigates the relationship between a dependent variable and one or more independent variables in a linear equation. Multiple- linear regression was conducted in order to determine the explanatory or predicting power of the independent variables (Brand identity, brand personality, brand association, and brand attitude) on the dependents (Customer satisfaction and loyalty) to identify relationships and determine the degree and strength of influence of brand image. A 95% confidence interval with a 0.05 level of significance was used.

## **4.5.3 Regression analysis assumptions and diagnostics**

The assumptions of linear regression analysis must be met in order to ensure the reliability of the results as the best representation of the population from which the sample was drawn. The multiple linear regression involves issues such as Collinearity, variance inflation, graphical display of regression diagnosis and influential observation. (Xin Yan, Xiaogang Su, 2009).

Multicollinearity, homoscedasticity, and normality assumption tests were conducted to diagnose the existence of problems before running the regression analysis to ensure data validity.

### **4.6.3.1 Multicollinearity**

The presence of multicollinearity can be tested formally by making use of the so-called Tolerance and variance inflation factor statistics (VIF). Both measures quantify the extent to which a certain predictor depends on the set of other predictors. Tolerance expresses the amount of unique variance in predictor Tolerance values range from 0 to 1. Small tolerance values are indicator of multicollinearity as they imply that a predictor depends on other independent variables. As a rule of thumb, tolerance values smaller than 0.1 are considered problematic. The variance inflation factor (VIF) is the inverse of tolerance. (B. Meuleman et al., 2015).

Variance inflation factor values larger than 10 indicate that potentially harmful multicollinearity is present. Table 9 below shows the values of both tolerance and VIF indicate no severe multicollinearity problem exists.

Table 4. 9: Collinearity Statistics

		Coefficients <sup>a</sup>	
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	BrandIdentity	.419	2.385
	BrandPersonality	.201	4.978
	BrandAssociation	.141	7.102
	BrandAttitude	.192	5.211

a. Dependent Variable: Customer satisfaction and Loyalty

Source: Survey Result, 2024

#### 4.5.3.2 Homoscedasticity

Homoscedasticity or constant variance assumption is related to the dispersion of error terms or residuals of the model. It means, all the conditional residual variances are equal: residual variances are constant regardless of the values of the independent variable. Heteroscedasticity conversely refers to the situation of non-constant variance or the variance changes proportionally with the values of the independent variables. The variance of the residuals changes as the value of independent variables changes.

We can visually judge from the analysis result below the homoscedasticity of residuals is about the same by looking at the width for almost all values of the predicted variables (Customer Satisfaction and Loyalty).

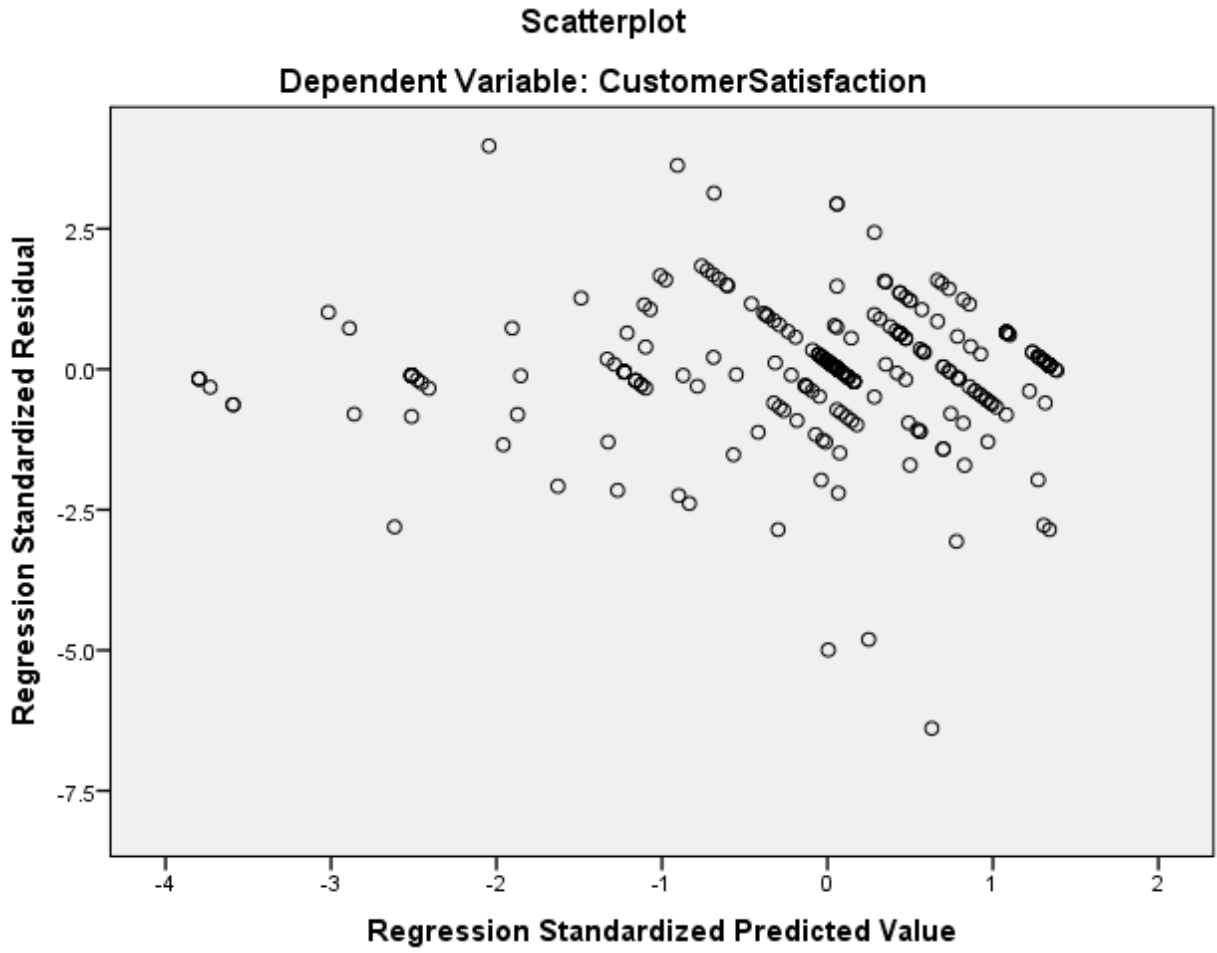


Figure 4. 1 Scatterplot for Customer Satisfaction

### 4.5.3.3 Normality test

Normality of Data can be checked according to skewness and Kurtosis. According to George Hatem et. Al (2022), a normally distributed data has 0 skewness and kurtosis. If the Skewness is between **-0.5 and 0.5**, the data are fairly symmetrical. If the Skewness is between **-1 and -0.5** or between 0.5 and 1, the data are moderately skewed. If the skewness is less than **-1 or greater than 1**, the data are highly skewed. If the Kurtosis is close to 0, then a normal distribution is assumed. If the kurtosis is less than 0, the distribution has light tails or if kurtosis is greater than 0, then the distribution has heavier tails. However, Hair et al. (2010) and Bryne (2010) argued that data is considered to be normal if skewness is between **-2 to +2** and Kurtosis is between **-7 to +7** when assessing multivariate normality for sufficiently large sample sizes i.e  $N \geq 300$ . This means the skewness of the data is approximately symmetric and the Kurtosis of the data is approximately normal distribution as shown in Table 4.11 below.

Table 4. 10: Skewness and kurtosis

	Mean BrandIdty	Mean BrandPer	Mean BrandAss.	Mean BrandAtt	Mean Cust. Sat
Skewness	-1.046	-.988	-1.016	-1.046	-1.040
Std. error of Skewness	.130	.130	.130	.130	.130
Kurtosis	.917	.733	.841	.931	.812
Std. error of Kurtosis	.259	.259	.259	.259	.259

Source: Survey Result, 2024

#### 4.5.4 4 Multiple Regression analysis Of Brand image dimensions and Customer Satisfaction

Table 4. 11 Model Summary

##### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.913 <sup>a</sup>	.834	.832		.34157	1.798

a. Predictors: (Constant), BrandAttitude, BrandIdentity, BrandPersonality, BrandAssociation

b. Dependent Variable: CustomerSatisfaction

Source: Survey Result, 2024

The model above presents how much of the variance in the measure of customer satisfaction is explained by the underlying brand image variables.

**R-** indicates the value of the multiple correlation coefficient between the predictors and the explained variable, with a range from 0 to 1, a larger value indicating a larger correlation and 1 representing an equation that perfectly predicts the observed value (Pedhazure, 1982). From the model summary (R= 0.913) indicates that the linear combination of the four independent variables (brand identity, brand personality, brand association and brand attitude) strongly predict the dependent variable (Customer satisfaction).

**R square (R<sup>2</sup>)-** measures the proportion of variance that can be explained in the dependent variable by the linear combination of the independent variables. It means that R<sup>2</sup> measures how much of the variability in the outcome is attributed to the predictors. The values of R<sup>2</sup> also range from 0 to 1 (Pedhazur, 1982). The linear combination of brand image variables (brand identity, brand personality, brand association, brand attitude) explain 83.4% of the variance in customer satisfaction. The remaining 16.6% is explained by other factors not covered by and hence not accounted for by this model.

**Adjusted R square (R<sup>2</sup>)-** gives us some idea of how well the model generalizes and its value to be the same, or very close to the value of R<sup>2</sup>. That means it adjusts the value of R<sup>2</sup> to more accurately represent the population under study (Pedhazur, 1982). The difference for this

model is very small in fact the difference between  $R^2$  adjusted  $R^2$  is  $(0.834-0.832=0.002)$  which is about 0.2%. This shrinkage means that if the model were derived from the population rather than a sample it would account for approximately 0.2% less variance in the outcome.

**The Durbin-Watson Statistic** expresses whether the assumption of independent errors is acceptable or not. If the value is between 1.5 to 2.5, there is no relationship between the residual variable and the independent variable. As the value is closer to 2 as this data value certainly is which is 1.798, the assumption is almost met.

Table 4. 12: ANOVA

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	204.965	4	51.241	439.186	.000 <sup>b</sup>
	Residual	40.719	349	.117		
	Total	245.684	353			

a. Dependent Variable: CustomerSatisfaction

b. Predictors: (Constant), BrandAttitude, BrandIdentity, BrandPersonality, BrandAssociation

Source: Survey Result, 2024

The ANOVA table shows the overall significance or acceptability of the model from a statistical perspective (Pedhazur, 1982). As shown the p-value is  $< 0.05$  i.e. 000 indicates significance of the variation explained by the model. The F- ratio determines whether the model is a good fit for the data. In the table above this model is fit in that the independent variables included have a significant correlation to the dependent variable.

Table 4. 13 Coefficients

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-0.044	0.023		-1.886	0.060	-0.090	0.002
	BrandIdentity	0.126	0.024	0.124	5.190	0.000	0.078	0.173
	BrandPersonality	0.182	0.031	0.182	5.803	0.000	0.121	0.244
	BrandAssociation	0.275	0.033	0.273	8.305	0.000	0.210	0.340
	BrandAttitude	0.431	0.035	0.424	12.251	0.000	0.362	0.500

a. Dependent variable: Customer Satisfaction

Source: Survey Result, 2024

In Multiple regression, the standardized regression coefficient Beta ( $\beta$ ) is useful because it allows us to compare the relative strength of the relationship of each independent variable with the dependent (Pedhazur, 1982).

Based on these results, the regression equation that predicts customer satisfaction based on the linear combination of the brand image dimensions (brand identity, brand personality, brand association, brand attitude) is as follows:

$$Y_1 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots \dots \dots (1)$$

$$CS = -0.04 + 0.124BI + 0.182BP + 0.273BA + 0.424BAT + \varepsilon \dots \dots \dots (2)$$

Where:

$Y_1$  = Customer Satisfaction

$\alpha$  = the constant (intercept of the model)

$\beta_1, \beta_2, \beta_3, \beta_4$  = the regression standardized coefficient of each brand image variables.

BI = Brand Identity

BP = Brand Personality

BA = Brand Association

BAT=Brand Attitude

$\varepsilon$  = the error term

The significance level of each variable is .001 and their standardized coefficients are 0.124, 0.182, 0.273. & 0.424 respectively. The P-value of all independent variables is less than 0.05 which implies that all variables have Statistically significant relationship with the dependent variable i.e Customer Satisfaction. For example, if we take brand identity, this translates as a change in one unit of standard deviation of brand identity results in 0.124 units of standard deviation or (12.4%) change in customer satisfaction. On the other hand, since this study is not using different scales for the various independent variables, the unstandardized coefficient can also readily be used and interpreted as follows: a one unit change in brand identity results in 0.126 units or (12.6%) change in customer satisfaction The effects of the predictors can be compared as the units of measurement for all independent variables is the same. Therefore. According to the results revealed in the coefficients table, Brand attitude has the strongest influence on customer satisfaction followed by brand association, brand personality and brand attitude. In conclusion, the hypotheses for customer satisfaction formulated earlier in this study have been supported as summarized in the following table.

Table 4.14 1: Summary of the research hypotheses on the effects of brand image on customer satisfaction

Hypotheses	Result	Reason
<b>H<sub>1</sub></b> : Brand identity has a positive and significant effect on customer satisfaction.	Accepted	$\beta=0.124$ ; $p < 0.05$
<b>H<sub>2</sub></b> : Brand personality has a positive and significant effect on customer satisfaction	Accepted	$\beta=0.182$ ; $p < 0.05$
<b>H<sub>3</sub></b> : Brand association has a positive and significant effect on customer satisfaction	Accepted	$\beta=0.273$ ; $p < 0.05$
<b>H<sub>4</sub></b> : Brand attitude has a positive and significant effect on customer satisfaction	Accepted	$\beta=0.424$ ; $p < 0.05$

Source: Survey Result, 2024

#### 4.6 Discussion of results

The objective of the study was to investigate the effect of brand image on customer satisfaction and loyalty in CBE.

Brand image dimensions such as brand identity, brand personality, brand association and brand attitude were identified as variables of brand image based on the review of the literature in which they were used for measurement (Kapferer, 2009 & Wijaya et.al, 2013).

Then in a bid to find out the relationship between the dimensions of brand image and customer satisfaction and loyalty, this researcher conducted tests and carried out analysis of the variables based on the data gathered from respondents.

Analysis of the Pearson correlation coefficient showed that the highest correlation was found to be between Brand attitude and customer satisfaction. And the second highest correlation exists between brand attitude and brand attitude and brand association. However, since all values of the correlation coefficient were found to be between 0.654 and .0870, it is reasonable to conclude that positive strong correlation exists among all variables.

Multiple linear regression was employed to measure and find out the magnitude of influence the predictor variables have on the predicted variables. The results in table 4.14 showed that all brand image variables (brand identity, brand personality, brand association, and brand attitude) have significant influence on customer satisfaction. The coefficients table shows that brand attitude has the biggest influence on customer satisfaction followed by brand association. It is however reasonable to conclude that all variables have positive influence. Therefore, all the hypotheses that brand identity, brand personality, brand association, and brand attitude have positive and significant effect on customer satisfaction are supported. This is supported by Nazir et. al. (2016) who stated that brand image and customer satisfaction are positively related. Other researches in general have shown that brand image positively influences customer satisfaction (Chen, 2015), as well as Wu Chao & Yen (2015) who showed that brand image has positive influence on customer loyalty. 91.3% of customer satisfaction is influenced by brand image variables as shown in the model summary table.

With regression coefficient ( $\beta=0.124$ ; p-value=0.001), brand identity has a positive and significant relationship with customer satisfaction. This shows the hypothesis that brand identity has a positive and significant effect on customer satisfaction and loyalty is supported for customer satisfaction but rejected for customer loyalty. This is supported a previous study such as I Murtati, D Kusrihandavani (2021) who showed that brand identity and brand image had significant effect on brand satisfaction.

Similarly, Brand personality with the coefficient ( $\beta=0.182$ ; p-value=0.001), is shown to have a positive and significant relationship with customer satisfaction. This means the hypotheses that brand personality has a positive and significant effect on customer satisfaction is supported. This is also supported by a previous study such as Pham Thai (2017) who confirmed that brand personality plays indispensable role on customer satisfaction.

Brand association has been shown in this study to have a positive and significant effect with customer satisfaction with the coefficients ( $\beta=0.273$ ; p-value= 0.001). Therefore, the hypothesis that brand association has a positive and significant effect on customer satisfaction has been supported by the result. This is also supported by researches done by Ghaith M. et. al (2013) who showed a significant effect of brand association with customer satisfaction. and A.C Mackintosh et al, (2020) who revealed that brand association relates to customer satisfaction in terms of repeat purchases and customer retention.

Finally, Brand attitude with the coefficient ( $\beta=0.424$ ; p-value=0.001) has the greatest influence on customer satisfaction and has been shown in the study to have a positive and significant effect on customer satisfaction. Thus, the hypothesis that brand attitude has positive and significant effect on customer satisfaction is supported. In a similar manner, previous researches such as WHKO et.al (2008) have shown that the effect of brand attitude on participants willingness to revisit a company was mediated by their perceived level of satisfaction.

## **Chapter 5**

### **5.1 Introduction**

This chapter summarizes the major findings of the study and provides conclusions and recommendation based on the results as well as presenting areas of further research.

### **5.2 Summary of major findings**

The results of the descriptive statistics show analysis of demographic characteristics of the respondents. Accordingly, the majority of the respondents were females at 53.4% whereas males were 46.6%. Furthermore, the majority of the respondents about 34.7% were in the age range of 18-35 and the second highest age range was 36-50 at 34.2%. When it comes to occupation, 35.6% of the respondents were private employees whereas 28.5% of them are government employees.

Moving on to the frequencies of responses, the mean responses for the brand image dimensions are 3.98, 3.864, 3.915, 3.953 for brand identity, brand personality, brand association and brand attitude respectively an indication that customers' perception of the brand is generally good and positive.

The results of the Pearson's correlation Matrix show the coefficients are between 0.654 and 0.870; an indication that all the variables are strongly correlated.

Based on the findings of the regression analysis, while brand attitude at (p-value=0.001;  $\beta=0.431$ ) has the most influence with a positive and significant contribution to customer satisfaction followed by brand association with (P-value=0.001;  $\beta =0.275$ ). All variables contribute to customer satisfaction. When it comes to customer loyalty however, it is mostly influenced by brand attitude with (p-value=0.001;  $\beta=0.68$ ) followed by Brand association. Brand personality and brand identity contribute to customer satisfaction next in that order.

The ( $R^2$ ) coefficients correlation determinant indicates 83.4% of customer satisfaction depends on brand image; an indication that brand image which forms customer perception as the result of various factors has a large influence over customer satisfaction.

### **5.3 Conclusion**

The main objective of the study was to examine the effect of brand image on customer satisfaction. It was conducted on Commercial Bank of Ethiopia. The study reveals that all brand image dimensions positively and significantly contribute to customer satisfaction with brand attitude making the biggest contribution followed by brand association, brand personality, and brand identity respectively.

To analyze the relationships between the variables, correlation analysis was conducted. The correlation matrix revealed that all coefficient of correlations of the independent variables were positive and strongly correlate with the dependent variable. In order to understand the nature of relationships, regression analysis was conducted to see the explanatory power of the independent variables over the dependent variable.

The findings of the analysis shows that the four hypotheses that the brand image dimensions (Brand identity, brand personality, brand association and brand attitude) positively and significantly affect customer satisfaction, have been supported.

### **5.4 Recommendation**

Based on the findings of this study, the following recommendations can be used as an input for management in the CBE to increase customer satisfaction and loyalty

- In order to boost brand identity, the bank must continuously build its visual identity by ensuring that its logo, color scheme and visual elements are consistent across all its service platforms to create a recognizable and professional image; it should develop clear and consistent messaging that conveys its values, mission and vision; increase its digital presence, and physical branches should be designed in a way that reflects the bank's identity.
- When it comes to brand personality, staff training should be given to provide friendly, helpful, and knowledgeable service; engage in corporate social responsibility activities such as community development programs, environmentally sustainable initiatives etc

- As we come to brand association, sponsoring events, sports teams or partnering with other brands can create positive associations. Improving and providing exceptional customer experience, easy-to-use mobile apps, personalized services can lead to positive word of mouth and brand association.
- Finally, in order to evoke positive brand attitude, actively seeking and acting on customer feedback to improve services can enhance customer satisfaction and brand attitude. Being transparent about fees, rates, and policies builds trust and positive brand attitude. Continuously innovating and offering new products or services can lead to favorable attitude towards the brand; and ensuring consistent quality in all interactions and transactions reinforces positive attitude towards the brand.

### **5.5 Future area of study**

Although this study may provide useful insight about the influences of brand image on customer satisfaction and loyalty, It is very well known that the dependent variables could also be influenced by other variables other than the dimensions of brand image such as service quality, and customer experience. It is also possible that this study has left many unanswered issues under this topic paving the way for further study.

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# APPENDIXES

## Survey Questions

Dear respondents,

I, Yohannes Getachew, an MA student in Marketing Management at Addis Ababa University School of Commerce, with the guidance and support of my advisor, am here to conduct a research survey on the topic “**The effect of bank brand image on customer satisfaction: the case of Commercial Bank of Ethiopia**”. Please give your honest opinion and understand that the information collected will be purely confidential and will not be shared for any purpose than this research.

Please answer all the questions as they are vital for the success of this research

Thank you in advance for your cooperation!

### **Section 1: Demographic Questions**

1. In which category below is your age?

18-35

36-50

51- 65

66 and older

2. Gender

Male

Female

3. Employment status:

Self-employed

Private employee

Government Employee

Retired

Student

**Section 2: Bank Usage**

1. Are you a customer of Commercial Bank of Ethiopia?  Yes  No

2. How long have you been a customer of Commercial Bank of Ethiopia?

Less than 3 year       3 to 5 years       5 to 10 years       More than 10 years

**Section 3: Brand image**

Please rate your perception of the various aspects of the commercial Bank of Ethiopia’s Brand image on a scale from 1 to 5, with 1 being ‘strongly disagree’ and 5 being ‘strongly agree’.

	Ratings	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
	<b>Brand identity</b>					
1	The bank is easily recognizable by customers					
2	The bank is familiar to me					
3	The bank makes a strong impression on me					
	<b>Brand pesonality</b>					
4	I am willing to frequently use the CBE					
5	Using the CBE enhances my self-esteem					
6	I feel connected to the CBE brand					
	<b>Brand association</b>					
7	I have a clear image of the type of person who uses the CBE brand					
8	I trust the CBE brand					
9	I associate the CBE brand with excellence					
10	I associate the CBE brand with good feeling					
	<b>Brand attitude</b>					
11	I think CBE is a good brand					

12	I have positive attitude to the CBE					
13	Using CBE products and services is a good decision					
14	I think CBE is a reliable and credible brand					

#### Section 4: Customer satisfaction

Please rate your satisfaction with various aspects of the CBE's services on a scale 1 to 5, 1 being 'Strongly disagree' and 5 being 'Strongly agree'

Satisfaction Dimensions	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
1 I am satisfied with the Overall services of the bank.					
2 The bank sufficiently meets my expectation.					
3 CBE staff is knowledgeable in introducing and explaining the bank products and services.					
4 The Bank makes positive contribution to my business/myself.					

#### Conclusion

Thank you for completing this survey, your feedback is valuable and will contribute to the research on 'The effect of bank brand image on customer satisfaction and loyalty : the case of Commercial Bank of Ethiopia.



Amaharic Version

ለደንበኞች የተዘጋጀ መጠይቅ

አዲስ አበባ ዩንቨርሲቲ ንግድ ስራ ትምህርት ቤት

የገቢያ አመራር ትምህርት ክፍል ድህረ ምረቃ ፕሮግራም ግብዓት ይሆን ዘንድ ሲሆን የጥናቱም ርዕስ ምስል መግለጫ በደንበኞች እርካታ ላይ ያለውን አስተዋፅኦ ለመገምገም ነው። ስለዚህም የተከበራችሁ ደንበኞች ጥቂት ጊዜያችሁን መስዋዕት በማድረግ ስለባንኩ ያለዎትን አመለካከትና ተዛማጅ ጉዳዮች ላይ ያሉትን አስተያየት ይሰጡኝ ዘንድ በትህትና እጠይቃለሁ። ጥናቱ ለትምህርታዊ አላማ ብቻ የሚውል መሆኑን ተገንዝባችሁ ለመጠየቁ የምትሰጡት ማናቸውም ምላሽ ሚስጥራዊነት ሙሉ በሙሉ የተጠበቀ መሆኑን ላረጋግጥልዎት እወዳለሁ።

በቅድሚያ መጠየቁ በሞባይል ቁጥር 0923-082280 ማነጋገር

**ክፍል አአንድ**

እባክዎ ለጥያቄዎች በመልስነት ከቀረቡት አማራጮች ውስጥ ምልክት (✓) በማድረግ ምላሽን ይሰጡ

ሀ. የታ 1. ወንድ 2. ሴት

ለ. እድሜ 1. ከ18-35ዓመት 2. ከ35-50ዓመት

3. ከ51-65 አመት 4. ከ 65 አመት በላይ

ሐ. ስራ 1. በራስ ስራ የተሰማራ  2. የግል ድርጅት

3. የመንግስት ድርጅት  4. ጡረተኛ  5. ተማሪ

መ. ለምን ያህል ጊዜ የኢትዮጵያ ንግድ ባንክ ደንበኛ ሆነዋል?

1. ከ3 ዓመት በታች  እስከ 5ዓመት

3. ከ5-10ዓመት  4. ከ10 ዓመት በላይ

**ክፍል ሁለት**

ከዚህ በመቀጠል የተቀረቡት አረፍተ ነገሮች ስለ ኢትዮጵያ ንግድ ባንክ ያለዎትን ስሜትና ልምድ ይመልከታል። ስለዚህ ለባንኩ ያለዎትን አመለካከት ትክክለኛ ነው ብለው የሚያስበውን ከ1-5ከቀረቡት አማራጮች አንድን ብቻ በማክበብ መልስዎን ይሰጡ

**የመለኪያ መስፈርት**

1/በጣም አልስማማም 2/አልስማማም 3/ገለልኛ 4/አስማማለሁ 5/በጣም አስማማለሁ

ተ.ቁ	መጠየቅ	ምርጫ					
		1	2	3	4	5	
	1. የብራንድ የግል መግለጫ ጋር የተያያዙ ጥያቄዎች						
1	የኢትዮጵያ ንግድ ባንክ ብራንድ በቀላሉ ማስታወስ ይቻላል።	1	2	3	4	5	
2	የኢትዮጵያ ንግድ ባንክ ለእኔ የተለመደ ብራንድ ነው።	1	2	3	4	5	
3	የኢትዮጵያ ንግድ ባንክ ብራንድ ጥሩ አመለካከት (እይታ አለኝ)።	1	2	3	4	5	
	2. የብራንድ ማንነት ጋር የተያያዙ ጥያቄዎች						
4	የኢትዮጵያ ንግድ ባንክ ዘወትር ለመጠቀም ፍቃደኛ ነኝ።	1	2	3	4	5	
5	በኢትዮጵያ ንግድ ባንክ በምገለገልበት ጊዜ ለራሴ የምሰጠውን አመለካከት ያሳድግልኛል።	1	2	3	4	5	
6	በኢትዮጵያ ንግድ ባንክ መገልገል ደስተኛነትና መረጋጋት ይፈጥርብልኛል።	1	2	3	4	5	
	3. የብራንድ ተባባሪነት ወይም ቁርኝት ጋር የተያያዙ ጥያቄዎች						
7	የኢትዮጵያ ንግድ ባንክ የሚጠሙ ሰዎች ምን ዓይነት ስብዕና ያላቸው ሰዎች እንደሆኑ በቀላሉ እረዳለሁ።	1	2	3	4	5	
8	በኢትዮጵያ ንግድ ባንክ ያለኝ እምነት ከፍተኛ ነው።	1	2	3	4	5	
9	የኢትዮጵያ ንግድ ባንክን ሳሰብ ትዝ የሚለኝ ጥራትና ምርጥ አገልግሎት ነው።	1	2	3	4	5	
10	የኢ.ን.ባ ያለኝ ምልክታ በጣም መልካም ነው።						
	4. ከብራንድ ጠባይ ወይም እይታ ጋር የተያያዙ ጥያቄዎች						
11	የኢትዮጵያ ንግድ ባንክ ጥሩ ብራንድ ነው ብዬ አምናለሁ ።	1	2	3	4	5	
12	ለኢ.ን.ባ ያለኝ ምልክታ በጣም መልካም ነው።	1	2	3	4	5	
13	ለኢ.ን.ባ አገልግሎት መጠቀሜ ጥሩ ውሳኔ ነው።	1	2	3	4	5	

14	የኢ.ን.ባ ሃላፊነት የተሞላበት አስተማማኝ አገልግሎት የሚሰጥ ባንክ ነው።	1	2	3	4	5	
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5. ከደንበኞቻቸው እርካታ ጋር የተያያዙ ጥያቄዎች							
15	በአጠቃላይ በባንኩ አገልግሎት ሰጥቶኛል።	1	2	3	4	5	
16	ባንኩ የጠበኩትን ያህል አገልግሎት ሰጥቶኛል						
17	ባንኩ ሰራተኞቹ ባንኩ ለሚሰጠው አገልግሎት ለማስተዋወቅ እንዲሁም ለማብራራት በቂ እውቀት አላቸው ብዬ አምናለሁ።	1	2	3	4	5	
18	ብንኩ የሚሰጠው አገልግሎት በሕይወቴ (ደርጅቴ) ውስጥ አውንታዊ አስተዋፅኦ አድርጎልኛል።	1	2	3	4	5	