

Acknowledgements

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Abstract

This study examined the potential effect of employee ownership of work and service quality these key variables has impact on brand image. Many different researches have been done against the employee ownership of work and these factors affecting the customers brand loyalty that have direct impact on trust in the organization. Employees are the key assets that help an organization to sustain in the market. The purpose of this research is to explore those factors which have the impact on the Employee ownership of work and service quality that lead to maintain organization trust. For conducting this research 5 to 8 interviews conducted from organization's employees to collect the data against the approved short small sample questionnaire from marketers of the company for which the research is being conducted. The result will recommend the constructive implications for brand image to improve and sustain in the market.

Keywords: Employee ownership of work, service quality, trust in organization, brand image

S. No.	TABLE(S)	Page Number
1.	Sampling Frame	15
2.	Demographic profile of participants	21

List of Tables

List of Figures

S.No.	FIGURES(S)	Page Number
1.	Data Reporting Process	24
2.	Themes Emerged	25

Table of Contents

S. NO.	DESCRIPTION	PAGE NO.
1.	Acknowledgements.....	ii
2.	Abstract.....	iii
3.	List of Tables.....	iv
4.	List of Figures.....	V
5.	Chapter 1: Introduction.....	1
	1.1 Chapter Overview.....	1
	1.2 Introduction.....	1
	1.3 Area Under Investigation and Research Problem.....	3
	1.4 Pakistani Real Estate Industry Background.....	4
	1.5 Research Questions.....	5
	1.6 Significance Of The Study.....	5
	1.7 Purpose Of The Study.....	5
	1.8 Scope Of The Study.....	6
	1.9 Definitions Of Terms.....	6
	1.9.1 Brand image	6
	1.9.2 Employee ownership of work	6
	1.9.3 Service quality	7
	1.9.3 Trust in organization	7
	1.10 Chapter Summary.....	8
6.	Chapter 2: Literature Review.....	9
	2.1 Chapter Overview.....	

	2.2 Background Of the Study.....	9
		10
	2.3 Chapter Summary.....	11
7.	Chapter 3: Research Methods.....	12
	3.1 Chapter Overview.....	12
	3.2 Research approach.....	12
	3.3 Research Design.....	13
	3.4 Sampling Design	14
	3.4.1 Target population.....	14
	3.4.2 Sample Size.....	15
	3.4.3 Sampling Technique.....	15
	3.5 Instrument of Data Collection	16
	3.5.1 Validity and Reliability Test.....	17
	3.6 Data Analysis Technique	18
	3.7 Ethical Consideration.....	19
8.	Chapter 4: Results.....	20
	4.1 Chapter Overview	20
	4.2 Qualitative Focused Interviews.....	21
	4.3 Results of Qualitative Focused Interviews.....	22
	4.4 Data Structure.....	24
	4.5 Themes Emerged From Qualitative Interviews.....	30
9.	Chapter 5: Discussions, Conclusion, Policy Implications and Future Research.....	31
	5.1 Chapter Overview.....	31

	5.2 Conclusion.....	32
	5.3 Discussion	32
	5.4 Policy Implications.....	33
	5.5 Limitations.....	34
	5.6 Future Research.....	35
	5.7 Schedule for Completion.....	36
10.	References.....	41

Chapter 1: Introduction

1.1 Chapter Overview

The objective of this chapter is to define the topic and to provide an outline of this industrial project as well as basis to develop this study. The area under investigation and associated research objective and research questions is discussed. The study's significance followed by the industrial project outline is presented. The chapter concludes with a chapter summary.

1.2 Introduction

According to Bryson and Freeman (2010) many academic and experiential studies have revealed that the foremost effective firms in terms of productivity are those who have adopted associate degree ownership level no matter its kind. The fundamental reasoning is that the firm is listed in associate degree optical impersonal is developing a cooperative culture that improves the many existing interactions between employees, development collaboration between them and effective mutual management that are all aspects that revolve around efficiency and contribute to the growth There is a strong impact on employees' productivity is also due to the better flow of information that this method supports. As stated by Bova et al, (2012) companies with employee ownership adopt a more transparent communication of information that is freely submitted to markets to the benefit of all investors .Therefore, according to Ginglinger et al, (2011) Customer loyalty has been categorized as an valuation of the deceptive inconsistency between former desires and the genuine demonstration of the product as saw after its use (Tse and Wilton, 1988) or as a worldwide evaluative judgment about product

use/utilization As stated by (Westbrook, 1987, Oliver, 1997) that fulfillment is an shape psychological state impending about because of the condition when the feeling including disconfirmed desires is combined with the consumer's previously feelings about the consumption experience. Consumer relations have been useful for quite a while can be interpreted that the consumer has a high commitment to the organization that will prompt significant levels of maintenance to stay in contact with the organization related with the fulfillment of satisfying the desires and needs of the consumer. The consumer is a key component in the relationship advertising. Generally, consumer conduct in the long haul is resolved by consumer loyalty so organizations need to constantly improve the degree of consumer loyalty (Oliver, 1980; Yi, 1990). Ranaweera (2003) in his investigation guaranteed that consumer loyalty is one of the significant components that could lead to consumer maintenance, their trust, and an exchanging boundary. Other than trust and exchanging boundary has a huge impact on customer maintenance. After considering all the factors related to employee ownership of work and contributing factor of consumers' affection towards brand image perception the consumer has about the brand. This research observes employee ownership plays important role in terms of productivity and customer retention this research provides guidance to all aspects in terms of service quality and brand image.

1.3 Area Under Investigation And Research Problem

Eiwan developments Pakistan (Pvt) ltd is a real estate industry which has introduced its first project with the name Oshun Pakistan's first beach front, resort style housing project in gawadar with the motive is to not only sell few plots but to make a difference in people's live. The company is currently facing many challenges in the

organization as well as in the market. Similarly, as firm's most valuable asset is their employees but if employees doesn't take ownership of their work they will not be able to satisfy customers which has substantial effect on brand image.

As trust is the critical factor in relation to employee ownership of work and service quality there are many difficulties such as the trust disputes where firm is thought at a distance and threats and doubts are increase (Reichheld and Schefter, 2000).

Company has to identify the factors for employee ownership of work and service quality has impact on brand image in order to gain market share these factors will contribute in terms of increase in their financial value, profit margins, productivity and gain consumers trust easily.

1.4 Pakistani Real Estate Industry Background

Real estate is a promising and developing segment of the Pakistani economy. Pakistan scalds through \$5.2 billion on development in a year and as indicated by the Pakistan Bureau of Statistics development yield represents 2% of GDP. As of late, with the expansion in the pace of urbanization, there has been a rise in the interest of private properties.

The significant property designer players in Pakistan are progressively disposed towards global expectations for ordinary comforts and best in class development plans. New improvements are in progress with cutting edge solaces, so the inhabitants get their actual

incentive for cash. These ventures include around the local area universities, business markets, and human services offices.

The Pakistani Government is additionally finding a way to keep up the great returns of the land segment and thus dropped financing costs on home loan credits. This has pulled in numerous abroad Pakistanis and outsiders who have supported their interests in this segment to produce huge benefits.

Considering the previously mentioned exposure in the real estate platform it is unavoidable that the administration draws out a comprehensive system to manage the major crisis in the land division which is regarded to be a vital part of Pakistan's economy.

1.5 Research Questions

1. What are the factors affecting the employee ownership and service quality as they are determinants of brand image?
2. What are the relationships exist between each of these factors and brand image?
3. Does trust in organization has impact on brand image?

1.6 Significance Of The Study

This research identifies in order to get a high position in customer's consideration there are a few viewpoints to gauge and one of which is In a uncontrolled trade condition, all together to support the development and part of the overall industry organizations need to see how to satisfy customers therefore brand image have a significant influence for building up long term relationship with customers. The conceptualization and estimation of brand image are numerous and undefined (Liu et al., 2017; Veloutsou et al.,

2013). This study aims to understand the factors affecting employee ownership and service quality also this study identifies the role of trust in organization has impact on brand image in order to increase productivity and capture the market share as well as added value to firms sustainability.

1.7 Purpose Of The Study

- 1 To investigate factors affecting the employee ownership and service quality has impact on brand image.
2. To identify the relationships, exist between each of these factors and brand image.
3. To determine the role of trust that moderates the relationship between each of these factors and brand image.

1.8 Scope Of The Study

Real estate industry has been developing quickly seeing its dynamic transformation rivalry among different real estate companies and enduring in the market Eiwani developments (Pvt.) Ltd is being studied against this research. The employees of this company will be selected for the information.

1.9 Definitions Of Terms:

1.9.1 Brand image

As stated by (Aaker, 1996) positive brand image contributes to a firm to establish the brand position in consumers mind, protect the brand from competitors and support firms profitability. According to (Aaker, 1996, p. 7) by definition how consumers

perceived the brand and how it relates to brand association of consumer memories that is known as brand image. These associations are influenced by the benefits and consequences of consuming a particular brand, brand personality and product attributes (Plummer, 2000). As proposed by (Bian and Moutinho, 2011) brand image assisting customers to decide whether or not to purchase the brand and thus persuading their repurchase conduct. It is used as a marketing tactic to retain customers and maintain their loyalty with brand. As stated by (Minsung, Kwang-Ho, & Won-Moo, 2011) Brand image plays a critical role in terms of customers buying decisions which helps customers to committed with the brand and also towards the company which contributes in company's long run sustainability in the market.

1.9.2 Employee ownership of work

As proposed by (Eisenberger et al., 1990) employees build up the sense of ownership in circumstances where they comprehend that they are valued by supervisors and associations and they attempt to add to the relationship dependent on the Social Exchange Theory. Engaged employees are sincerely dedicated to their organization through rational ownership and are happy with their professions (Uslu, 2014: 7), Puncture et al. (2009) observed into the activity attributes model and related employment abilities to psychological ownership and connected to profits through this variable. Job satisfactions of employees who are related to their association are greater (Carmeli et al., 2007). Development directly guarantees work ownership and employment fulfillment of workers (Uslu, 2014: 309). It is comprehended that psychological work ownership as for employees who built up a positive psychological state is filled of feeling in imposing duty and employees influence fulfillment in their work through this enthusiastic bond (Uslu,

2014). Development approach increments psychological responsibility for and in this way has constructive outcome hands on satisfaction through keen promise to organization (Uslu, 2014)

1.9.3 Service quality

As stated by Zeithaml et al. (2006) service quality is depicted as a general judgment about the level of an individual service provider's performance. The nature of services features the capacity of the firm to decide effectively consumer desires and to convey the services at a level that will meet consumer's desires Brink and Brendt, (2004). According to Bansal and Taylor, 1999; Zeithaml et al.,(1996) the particular measurements that impact perceived service quality which include,(i) consistency: providing consumers with precise assistance the first run through round; (ii) affirmation: It is related with the employees cooperative conduct and information on the services of an organization goods and their facilities (iii) ; responsiveness: It is more concerned with the employees willingness and availability to support the customer rapidly react to their request and illuminate them when the services will be rendered; (iv) compassion: the workers' understanding of the consumer's issues and try to execute the activities in light of the customer's eventual benefits (v) possessions: the physical signals, for example, offices, equipment utilized and the workers' appearance. Generally, if services firms take actions that improve these quality extents they will receive the rewards of customer loyalty which will be beneficial for firms.

1.9.4 Trust in organization

Trust can be characterized as a person's beliefs concerning possibility that another's future activities will be positive, or if nothing else not obstructing, to one's inclinations (Morrison and Robinson, 1997, p. 238). Trust can likewise be depicted as a procedure of sense making in which little signals are augmented through the firm addition of proof (Adobor, 2015, p. 330). Trust as a bond in marketing considers which could be the relationship that happens between a customer and a firm. The relationship of trust between a brand and its customer influences the customer's purchasing decisions. Moreover, consumers are continually in an association with different brands in their day by day lives.

1.10 Chapter Summary

This chapter has provided a comprehensive background to the study by integrating a discussion of the employee ownership of work and its impact on brand image, briefly presenting other aspects which have been recognized in the literature as likely to influence of employee ownership of work on service quality. The study's significance was also discussed at approaches of the organization and different policies and motivational programs that should be executed for employee ownership of work to satisfy customers need. This study fills the gap in investigating the factors for employee ownership which has influence on service quality that impacting the brand image. An overview of the structure of the industrial project completes the chapter.

Chapter 2: Literature Review

2.1 Chapter Overview

Literature review on the impact of employee ownership of work and impact of brand image which are concisely discussed in this chapter. The formulation and conceptualization of employee ownership of work and service quality factors are impacting the brand image is described. In the last, the conceptual framework is shown which shows the direction for the following study.

2.2 Background Of The Study

Many researches have been conducted in order to attain employee ownership of work there must be strong satisfaction with the organization employees who are aligned with organizations goals tend to perform better Gibbons (2006). According to (Richman, 2006; Baumruk, 2014), Management needs to have effective communication with employees which makes them feel valuable For the success of organization, it is very important to listening to employees in an effective manner which makes them feel more engaged with their work .Feelings and the emotional state of individual satisfaction

also build stronger ownership of work Employees who are satisfied with their work they produce meaningful results to grow and sustain in the market

As proposed by CIPD (2011) the tactical instrument for employee's ownership of work is organization should really listen to their employees to make them feel more esteemed. As stated by Daprix and Faghan (2011) clear communication is critical for employee ownership of work and their trust in organization which also contributes to a positive corporate culture as communication is key role for employees.

According to (Shuck, 2010), there must be training provided by HR where they can assist the procedure by providing support to supervisors to confirm that employee ownership of work should be successfully executed. Policies and transparency from HR must be approved by supervisors (Truss et al 2012).

Employee engagement with work can be extended process for an organization as poor management leads to employee dissatisfaction with work there must be strong commitment from top management they try to add to the association reliant on the Social Exchange Theory (Markos and Sridevi, 2010) This literature confirms that employees who own their work are more satisfied and tend to perform even better which contributes to organizations overall success if employees doesn't satisfied with their work they become barrier to organization success.

As stated by Goode (2004) develop in commitment investigate is conceptualized as combined satisfaction as opposed to an exchange explicit fulfillment judgment in general fulfillment is generally steadier than exchange explicit fulfillment. Enterprises such as

small and medium (SMEs) are very significant for the economies worldwide where the employees of these enterprises are the great resource for developing the great products and excellent services to the customers to make them satisfied. Every organization wants to get the success in their industry but it can't be possible without dedicated staff or employees. The good quality of services deliver by the employees plays a vital role for organization effectiveness as well positive brand image (Vlacsekova & Mura, 2017).

This literature clearly highlights these concepts and gives importance of raising employees in this manner as many studies have shown the relation of employee ownership of work and service quality which has impact on brand image considering these variables can be the change between success and failure of organization.

2.3 Chapter summary

The exposure of the factors influencing the customer services has been shown in this chapter. Many factors having impact on the customer services on which research was conducted. In the following chapter, which methodology was used to conduct the research is shown. Briefly explained about the qualitative phases of the study and the reasoning is mentioned for the methodology selected for this research.

Chapter 3: Research Methodology

3.1 Chapter Overview

The objective of this chapter is to describe the methodological approach to discover the employee ownership of work and its impact on brand image. This chapter describes the purpose of this research, the methodological approach implemented, the sample selected and the method used for data collection and process for data analysis finally it will discuss ethical issues and limitations.

3.2 Research Approach

According to (Collis & Hussey, 2003) Qualitative research is mostly suitable for small samples because the outcomes we get through qualitative research are not quantifiable and measurable. The exploration approach that was pursued for the inspirations behind this examination was the inductive one. As per these approach researchers start with clear observation which is utilized to create summed up assumptions and conclusions drawn from the investigation. The explanations behind involving the inductive approach was that it considers the background where examine action is dynamic. Similarly, it is suitable for small samples that create qualitative information. According to Denzin and Lincoln (2005) Primary constraint of the inductive methodology is that it produces summed up assumptions and results dependent on a little number of observations consequently the dependability of research results being under question.

3.3 Research Design

In order to understand and describe a social phenomenon Instrumentation for qualitative research design includes interviews, observations, field notes, focus group discussions, use of qualitative documents, audio-visual recordings and photographs (Hammersley & Traianou, 2012. p. 74). According to (Holloway & Wheeler 1996:117) phenomenology is a challenge to define lived experiences without creating preceding assumptions about the impartial reality of those experiences' phenomenology is basically exact significance of phenomena be discovered through the experience of them as defined by the individuals. Phenomenology is an inductive approach and descriptive research method Jasper (2019:309).

As stated by Leedy and Ormrod (2001, p.147) literature established many perspectives on qualitative research. It is distinguished as diverse variation of qualitative research methods but conversed those qualitative research approaches ration two rationalities as first, they emphasizing on the rates that exists in the real world and secondly, they comprise those occurrences in all their problems. According to Dooley (1990, p. 293) suggested that qualitative research is collective research which is purely based on non-quantitative explanations .The comprehensive perceptions on qualitative research is having the clear ideas about the social contribution .The qualitative data and the observation against the time and place so we could know the experience being there. According to Yurdusev (1993) suggested the capture and talk with different people's experience of the world against in their own words. The unit of analysis has a lot of importance when it comes to research design. The professionals were selected for this

research to explore the factors employee ownership of work and its impact on brand image.

3.4 Sampling Design

Preceding to conducting the in-depth interviews to determine the organization's objectives to construct the open-ended questionnaire, define the interview schedule and identify the types of employees who would be potential respondents (Lindlof and Taylor, 2002; Wengraf, 2001; Yin, 2003). In depth interviews provide opportunity to support the present concerns and opinions about the concepts and understanding consistent to the study by implementing in depth interviews it would be easy to investigate the answer by reducing qualitative methods partiality (Rao & Perry 2003). According to (Freedman et al., 2007) non probability sampling is used while conducting research the technique for purposive sampling was utilized to build up the example investigates under discussion.

3.4.1 Target Population

Target population of this study are the employees of an organization, their ages are between 25 to 50 years from Karachi. As stated by Malhotra, (2006) sampling frame signifies the components of the target population. The professionals were selected from real estate industry exist in in Karachi, Pakistan.

Table 3: Sampling Frame

Element	Description
---------	-------------

Age	22-50
Gender	Male and female
Residence	Karachi, Pakistan
Occupation	Professionals
Education level	Bachelors and Masters
Income level	25,000 – 100,000/-PKR
Socioeconomic Status	Middle class

As table 3 shows the comprehensive sampling frame information of this research.

3.4.2 Sample Size

As stated by Coyne (1997) in qualitative research the sample size selection has an extreme influence on research quality. Purposive sampling is used in this research essentially calculated and initiatives a good communication between the research questions and the sampling size (Bryman 2004). The Sample size for this research is around 5 to 7 employees of an organization to explore the factor employee ownership of work.

3.4.3 Sampling Technique

Sampling technique has two types which is probability and non-probability sampling is used while conducting research. According to (Freedman et al., 2007) the technique for purposive sampling was developed to build up the example to

investigate under discussion. In the present investigation, to examine individuals who were chosen had close association with the phenomenon under examination.

3.5 Instrument Of Data Collection

As stated by (Kumar, 2011) the process of gathering the data and determining the information concerning the variable to be studied the data is collected through primary and secondary method These include interview method, questionnaire method, case study method and survey method. The data for present research is collected through in-depth interviews. According to (Fisher,2005, Wilson, 2003) In depth interviews are subjective and unstructured interviews whose purpose is to recognize participant's feelings, opinions and emotions concerning a specific research topic. Pilot field study is used to developed a simple and short open-ended questionnaire for the in-depth interviews in which interviewer and interviewees have complete freedom in terms of the wording to use and might structure questions that suits according to topic of research.

According to Zikmund et al, (2013) Different techniques can be used to conduct interviews which include telephone, online interviews and face to face interviews. In these research face to face interviews is considered more relaxed comparatively other techniques because of the high chance for gathering the data from respondent in a flexible way. As stated by Rao and Perry (2007), step by step process is used to conduct the interview like time setting, exploratory question, resulting up on particular problems on exploring factors, probing questions and conclusion of discussions. In depth interviews should be 20 minutes on average. To confirm the evenness of interview, process the

initial protocols are dependent on three steps each step is necessary to initiate the interview process are mentioned briefly below:

- 1) It is important for researcher to inform the respondent about time and place around a week earlier to the interview through follow up call to get the confirmation from respondents.
- 2) Researcher needs to start interview through prescribed introduction, then following up through the research purpose to check the inclination of respondent by recording to achieve the interview protocols.
- 3) Open ended questions pertaining to employee ownership of work and its impact on brand image for gathering the respondent responses through descriptive questions for interview protocols there must be a probing question to explore the factors and encourage them to share the information with their experiences
- 4) Finally, researcher made sure the privacy of information which has shared by respondent and appreciation to the interviewees for their contribution and then closes the interview process.

3.5.1 Validity And Reliability Test

The validity and reliability of the data collection will be checked on the basis of pretest in which the information will be analyzed at the time of taking interviews that the repetition of the sample's information will stop from going towards more interviews. The structured questionnaire will be verified from the marketers of an organization. According to Etikan et al, (2016) purposive sampling which is non-probability technique respondents were selected. To initiate the pre-test, consent form

signed from the organization before conducting the interview to make sure they didn't have any objection to the interviews being recorded. The interviews were recorded in a device and saved the audio mp3 format in a laptop. The average time for interview completion is around 20 minutes to check the inundation point once the relevant information is collected after that research questions is adjusted. After conducting the pre-test study many issues became manifest, to handle that issues researcher added the probing and prompting questions prior to research topic employee ownership of work and its impact on brand image to encounter the issues during in-depth interviews.

Another challenge faced by researcher is the mode of communication as interviewees have freedom in language as respondents are more comfortable in Urdu which is the national language of Pakistan to express their true feelings and opinions regarding research questions but it is a challenge for researcher to transcribe the data after transcribing the data researcher shows the documented data to respondent to made sure the wordings are exact what they have shared during interview process (Bowen 2008; Malterud et al. 2016).

3.6 Data Analysis Technique

According to Moore & McCabe (2005) statistical technique involves the process of analyzing the collected data and drawing the meaningful interpretations of the variables. Thematic content analysis is used to inspect the data which was collected from individual interviews this is the type of study whereby data collected is characterized in themes & sub-themes so as to be able to be similar. As stated by (Krippendorff & Bock, 2008) thematic analysis enables the researcher to structure the individual information

collected in a way that justifies the success of study purposes it creates the evidence to analyzed the content and investigate the results. The data coding was initiated after transcription by listening to recordings three coding were applying open, axial and selective coding with the help of coding themes were emerged and meanings were interpreted.

3.7 Ethical Considerations

According to Moore & McCabe (2005) statistical technique involves the process of analyzing the collected data and drawing the meaningful interpretations of the variables. Thematic content analysis is used to inspect the data which was collected from individual interviews this is the type of study whereby data collected is characterized in themes & sub-themes so as to be able to be similar. As stated by (Krippendorff & Bock, 2008) thematic analysis enables the researcher to structure the individual information collected in a way that justifies the success of study purposes it creates the evidence to analyzed the content and investigate the results. The data coding was initiated after transcription by listening to recordings three coding were applying open, axial and selective coding with the help of coding themes were emerged and meanings were interpreted.

Chapter 4: Results

4.1 Chapter Overview

In the previous chapter, research methodology used for collecting and analyzing data to answer the research questions was discussed. In this chapter the data exploration and outcomes of the exploratory phase of the study are presented the purpose of qualitative analysis was to classify the prospective factors that were the impact of employee ownership of work and service quality on brand image. This exploratory method was based on in-depth face to face semi structured interviews with professionals and also this chapter will further explain demographic profile of employees, interview findings of qualitative research and concludes with the chapter summary.

4.2 Qualitative Focused interviews

The results of the interviews have been organized into the following sections:

- Demographic and behavioral characteristics of participants
- Qualitative interview findings
- Chapter summary

Demographic Characteristics Of Participants

A total of 6 interviews with 5 males and 1 female were conducted to explore the factor employee ownership of work that may have impact on brand image. As participants interviews were taken at the respective workplace in Karachi, Pakistan. The age group of

participants 25 to 40 their monthly incomes were between 30,000-90,000 with regard to their academic qualification 4 of them had master's degree (60%), and 2 of them had bachelor's degree (40%) and almost (80%) were married and 20% were single.

Element	Characteristics	No. of participants	Percentage Response
Gender	Male	5	90%
	Female	1	10%
Religious Identity	Sunni Muslim	6	100%
Age	25-40	6	100%
Per month income(PKR)	30,000-90,000	6	100%
Academic qualification	Bachelors	2	40%
	Masters	4	60%
Marital Status	Single	2	20%
	Married	4	80%
Employment Status	Full Time	6	100%
City	Karachi	6	100%

Table 4.1: Demographic profile of participants

4.3 Results Of Qualitative Focused Interviews

The outcome of interviews conducted which have been structured according to subsequent order

1. Method of qualitative data analysis
2. Themes extracted from qualitative focused interviews

According to Lincoln & Guba (1986), to perform the analysis in-depth analysis was conducted through inductive approach methods. The key drive for taking this inductive approach for analysis was because of the base of this method that is phenomenology which fits to main objective which is related to individual experiences and expressions their experiences is define as the phenomena instead of any interpretations related to authenticity (English & English, 2006). As stated by Lincoln & Guba, (1986) for the purpose to do analysis there must be dispersed segments of each variable questions once it's done then each answer was evaluated by using inductive approach to identify the themes.

Thematic Content Analysis

As stated by Hsieh & Shannon (2005), thematic content analysis provides the understanding of content of transcript data by categorizing, take out the coding's and identify the themes patterns. Thematic content analysis is divided into three sections: preparation of data, data coding and lastly interpretation of data by doing qualitative analysis researcher followed different steps during data analysis the first step researcher do is to organize the data by listening to each interview recording then secondly, read out the transcripts of data which was extracted through recordings. Third step is to apply

open, axial and selective coding to emerge the themes and the last step is to interpret themes.

Open Coding

In qualitative data analysis open coding was used in initial stage to make groups and condense the data into convenient extent to ensure the validity of research.

Axial Coding

According to Kendal (199) during second phase of qualitative data analysis axial coding was used to describe the relationship between categories to make association to recognize the correlation it is the process of connecting the categories.

Selective Coding

Selective coding was the final phase coding in which data analysis to be completed. Open and axial coding was recognized through evolving from the coded data categories & subcategories by analyzing the themes this study is the basis of overall outcomes of this research (strauss & corbin 1998).

4.4 Data Structure

As stated by Lewis (2015) the data structure is established on the foundation of 1st order concepts, 2nd order themes and collective themes. In figure 4.2 signify patterns of the data building from the subjective period of research this information structure permits the researcher to have the graphical perspective on the information in the satisfactory structure and the outline of the information investigation completely. In figures 4.2 below

explain the information structure followed right now confiscate the classifications and topics created through members statements.

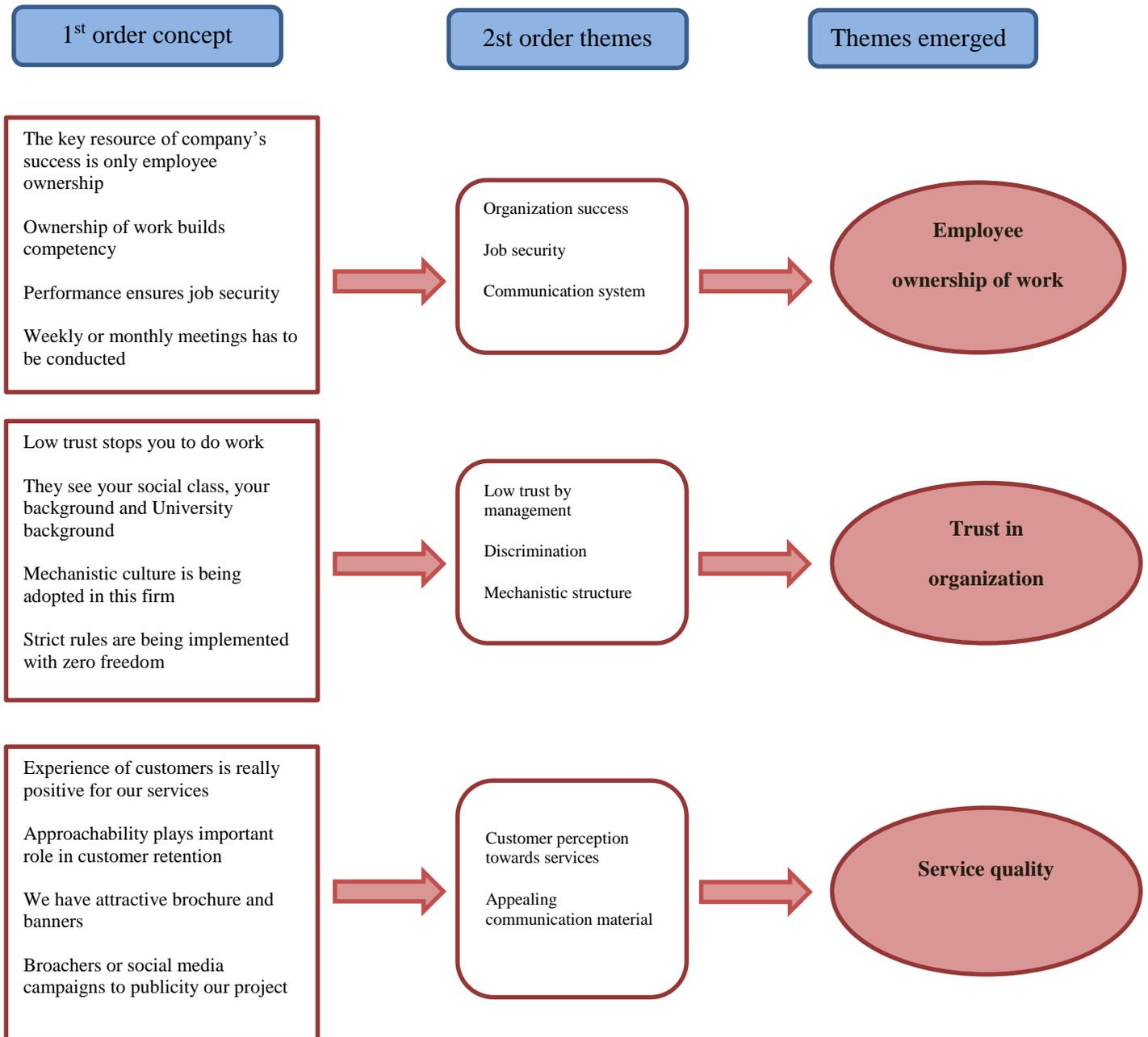




Figure 4.2: Data Reporting Process

The statements on the left outline the practice of how the information establishing was performed. The subsequent request subjects speak to a reflection from this basic information and afterward these were more inspected and changed over into topics. The discussion on the subjects in detail outlined in Figure 4.2 is lead directly.

4.5 Themes Emerged From Qualitative Focused Interviews

By using thematic content analysis on interviews which have conducted with selected respondents in this research, the researcher had wide assortment of information as comprehensive the information or the transcription from sound to writings to discover the outcomes through data coding's to coding categories and then came across to different themes relevant to the research variables which were applicable to the investigations the fundamental motivation behind the exploration was to discover the factor employee ownership of work and its impact on brand image. To investigate each theme were investigated accordingly.

From the qualitative interview results one of the themes was employee ownership of work, the participants were talking about the main fundamental and the key resource of

success is only employee ownership without it they cannot be able to channelize their self in any organization because you depend on yourself nobody is going to help you out in organization or in your task specifically you are the only one who can help yourself by performing well and it only can be happen through taking ownership or responsibility of your work it is necessary that we must take initiative and ownership of work builds competency. Job in the market is not actually given to do; you have to steal the work from other employees if you want to grow unless a person displays dedication by taking ownership contributes a lot in the performance of company. If I take the example of Eiwani Development, if you don't own a task and show no will to complete it on time with the perfection it demands, you will lose your competency and it will be hard for you to survive. Taking ownership will contribute to the performance of the organization and makes you different from the others. Higher performance leads employees towards the level of job satisfaction, the participants talked about the job security the major part of the performance which you give to your company and your boss, it will secure your job. It helps you in job promotion. If you give an idea to the company, way of doing works it will secure your job because there is a high competition in the market. When a specific task is assigned to an employee, then it gets clear that either he/she is working to just secure the job or for the personal growth and thinking about the company as well, the respondents talked about the communication system in the organization communication system should be there definitely. You should bring your issues to HR and some issues are needs to be only discussed with boss at least there should be one time in month or Weekly or monthly meetings has to be conducted so company can able to rectify the problems which circulates in the environment. As stated by Daniel yankelovich,

“employee ownership and contribution are vital efforts to deal with the powerfulness at work”.

The respondents talked about the theme trust in organization, according to peter drucker, “Organizations are no longer built on force, but on trust”, if management doesn’t trust us, it encourages us to switch to other firms because we can’t show our performance to them. Low trust stops you to do work it discourage you and your performance your confidence level will low, you see that management doesn’t trust you as compared to others, and they prefer others, so automatically your confidence will low and you start thinking that they don’t like your work, they don’t appreciate your work. So, these things make toxic culture. If you’re in toxic and negative environment then you can’t survive, you should move on. If the trust loses, so does the ownership. There is no doubt that discrimination is there in our firm. People who belong to class A are treated in a much better way in comparison to people who belong to class B. You can only compete if you can fulfill criteria for that class. Also, the employees who are graduated from IBA and LUMS have a different batch and they are treated in a different way. Not only is this, but the evaluation criteria of their performance is also different. Moreover, they are being paid well in comparison to other employees who are from other universities like Iqra University. If a graduate from Iqra University is getting a basic salary of PKR 50,000, The IBA or LUMS guy will be taking a minimum of PKR.70,000 as a basic salary for the same role. The same practice of discrimination is being demonstrated by HR head and even the daughter of the owner. But I feel the company should evaluate employees based on performance not on these factors. As mechanistic culture is being adopted in this firm the culture of the organization where very strict rules are being implemented with zero

freedom, the salaries of the employees are deducted on minor issues and fines are imposed on them and these kinds of bad practices are being introduced as there are two ways, first you become fail to gain management trust. Secondly exactly they see your social class, your background and University background.

During the interview, the respondents were also emphasizing on the service quality the experience of customers are really positive for our services customers are the first priority for us we always try to understand their complaints, what are these issues, so it is main priority to understand the customers what they want, if the customer is not satisfied then you can't work. we just tried to helping them out so they cannot be dithered to invest their money we are approachable to every customer of us even after sales we tried to facilitate them to create a positive relationship between customers and employees however after sales there is no such kind of services for customers but we tried to serve them to make a good and better relationship our mindset is so customer oriented It's our duty to provide time to time information. As majority of customers are from overseas, they are not there, they have trust on us, so they make cash transactions. We received full payments on trust basis if you can't satisfy your customer you can't work customers should be your first priority. Approachability is one of the main factors that play its part in customer retention if we won't be approachable, the client will start thinking negatively and they begin to complaint. And they also stop the referrals. The important factor in brand building is your employees. If your employee is effectively entertaining your customers, that is the winning point. We use brochures or social media campaigns to publicity our project in which we actually mention only those things which is exciting for the customers which highlighted the customer's benefits we try to make our banners

attractive by writing less material, we try to make our banners eye catching so that customer will be able to understand our product and also we have designed the pretty attractive installment plan for our customers that offers fantastic discounts and also competitively low price and I can say with confidence that our installment plan is quite appealing as stated by Lauren Freedman, “customers remember the services a lot longer than they remember the price”.

One of the important factors against brand image is digital advertising. The respondents were constantly saying about digital advertising positively contributes to brand image. It has a huge effect on brand image, the more you show, the greater you sell, so you have to show off your product and services to attract the customers. Obviously, it attracts the customers. Brochures, websites, media play an important role, newspaper is not the only thing, and you have media, social sites like Facebook, Twitter has a major impact on brand image. 20 to 30% markup on social media advertising brings a lot of customers. So, people know that this company exists and they have these products. Digital advertising can raise your product to make the communication effective; you must have to understand your target market first. Save your cost and don't approach random people. On digital platforms, like Facebook, we have to do marketing on keywords. The most important thing is to hire an experienced person in this particular field. Also, go for the newsletters because almost all advertising channels work for a specific time period. It goes on a long-term basis only if the content is being sponsored by paid promotions. For this, you must have your online presence on 2-3 channels. In the start, look for the keywords and if they are working well and you are getting good results then you should invest more in it. The other thing is when you go onto the marketing and promotional side you should not be

cost-efficient. The more you will invest, the more you will reap in terms of brand value. We are going with paid advertisements on Facebook we make efforts to reach out to the audience we are looking for our basic purpose is to get investment as much as we can. The participants were also emphasizing on brand ambassador that company should make employee probably the top performer being appointed as the brand ambassador employee will have more knowledge about the company and product or services as compared to outside brand ambassador. Employee as a brand ambassador can present well in any place he can make and maintain good reputation in the market its brand ambassador duty to maintain existing reputation in the market. It's like boss has given you the authority to present the company brand ambassador builds brand loyalty. You get a lot of clients on the reference of your brand ambassador and you don't need to invest more in promotion and also don't have to pay more to the channels. That individual alone actually strengthens your structure amazingly well. They can promote through their social or professional circles where they can share their company's product and obviously word of mouth branding is a very successful branding so they do it by word of mouth as indicated by Walter Landor, "Goods are prepared in the factory, but brands are created in the mind"

Through qualitative focus interviews detailed information were explored from employees who shared their meaningful experience which plays significant role in our research by considering their perspectives on exploring the factors employee ownership of work, trust in organization, service quality that have impact on brand image these factors can support the organization in emerging those approaches that will support the organization to develop their products and services and to progress and sustain in the market.

Chapter 5: Discussions, Conclusion, Policy Implications and Future Research

5.1 Chapter Overview

In the previous chapter, the insightful investigation of the collected information was performed to close the information by referencing various procedures utilized for coding and advancing the themes also the section and conduct features of participant's individual meeting findings and similar investigation. The investigation and its particular findings to exploring the factor employee ownership of work and its impact on brand image along with discussion, strategy suggestions and future research discussed in this chapter.

5.2 Conclusion

Real estate industry has been developing quickly seeing its dynamic transformation rivalry among different real estate companies and enduring in the market Eiwani developments (Pvt.) Ltd is being studied against this research. The purpose of this research is to exploring the factors employee ownership of work and its impact on brand image in real estate segment of Pakistan. Through qualitative focus interviews detailed information were explored from the employees who are currently working there total 5 to 7 interviews were conducted from employees who shared their perspective and meaningful experiences which contributes in our research. Through thematic content analysis data were analyzed from all the interviews which have been taken from selected participants. The factors which were explored are employee ownership of work, trust in

organization and service quality there is a connection between these factors that may have impact on brand image. Through qualitative data analysis the outcomes explored through these research shows that there is positive connection between these factors by using thematic content analysis the findings showed that employee ownership of work have positively influenced on brand image.

5.3 Discussion

The findings revealed that brand image is dependent on employee ownership of work, their service quality and most important trust in organization as employees are the key asset. Organization should consider their creative ideas to support them so that they can take ownership for their work there should not be any sort of discrimination involve not even in their evaluation criteria there should be written document which is shared by the employees and the managers and the upper level managers as well everyone knows what to do so there is no chance of discrimination because of transparency of work define between employees and the managers so the performance can be evaluate easily by the end of the month because each individual have their own work task which is pre-defined. Organization should give the authority to employees to do their work by own because it gives a level of satisfaction like they are doing their own work rather than thinking like they are doing any specific job which impacts their morale. If they got different task, they see different things and learn different things and they involved in it then they got some knowledge it becomes more interesting because doing the same task everyday will make them retarded and eventually, they will be bored. Organization should change the working environment to motivate the employees there will be no hard rules in the organization which discourage employees. As stated by Zeithaml et al. (2006) service quality highlights the capability of the organization to conclude appropriately customer expectations and to provide the

service at a level that will at least meet those expectations .Customer should be the first priority there are two ways to measure their satisfaction about your services one way is to have referral system to get more references from existing customers instead of new customers or mass audience .As existing customers have introduced us with their relatives, and they made investment on behalf of them. There should be the feedback option available in the website and in every platform where customer can approach easily. According to Vlacsekova & Mura, (2017) quality of services deliver by the employees plays a vital role for organization effectiveness as well customer satisfaction which creates positive brand image. In order to get long term Profitability Company should make employee as a brand ambassador that builds brand loyalty through which company got lot of clients on the reference of brand ambassador and there is no need to invest more in promotion and also don't have to pay more to the channels. That individual alone actually strengthens the structure amazingly well also Digital advertising contributes to building brand image through digital advertising you come to know the whole market. Almost, everyone in this era has an account on Facebook. Nowadays, people rely more on social networking channels like Facebook, Instagram and linkedin (Aaker, 1996).

Nowadays technology is improving and more things are advanced now so if you give more opportunities they will learn more which contributes to the performance of the organization real estate companies should implement different strategies through which employees taking ownership of their work it is almost there in every job ownership contributes a lot in the performance of company.

5.4 Policy Implications

The findings from this research have important practical implications which helped the organization to explore the factors employee ownership of work which have impact on brand image. As organization needs to implement different strategies and policies which provide freedom of work in organization there must be an excellent bonding with employees so that they can think like a team leader and they can easily take ownership of their work. This research seeks to provide leaders with strategic tools that drive both communicative and attitudinal reliability towards their work. Different policies should be implemented to improve the working culture where employees feel motivated by appreciating their ideas towards work which leads to higher performance on average there will be no hard rules in the organization which discourage employees company should introduce communication system in organization where employees can discuss their issues and concerns there must be a comfort level between company and employees through which trust level developed and they can easily improve their service quality to satisfy the customers about product and services. If customers are satisfied with the services it will automatically contribute in positive brand image.

The research findings gave the idea about the essential managerial implication from this study communicates to the role played by brand image as a substitution for improving the factor employee ownership of work and service quality through trust in organization in all aspect

5.5 Limitations

This research has certain limitations that should be consider while interpreting the outcomes but similarly point to opportunities for further investigation. In qualitative research it can be discussed that the sample size was small and the outcomes of the studies were not discoverable. But the purpose of this constructive qualitative research

was exploratory and the combined nature of the investigation directed to outcomes which were correspondingly categorized with different variables. The outcomes may vary from the level of authority of employees in terms of experience. To conduct this research the number of professionals was restricted due to limited time. This research is based on selected organization in Karachi more factors could be explored but due to time shortage despite its exploratory nature and limited sample size of this research.

5.6 Future Research

By considering all the factors real estate is a favorable and developing segment of the Pakistani economy in terms of products and services the outcomes of this qualitative research demonstrate to be experimental and recommend several opportunities for later research as company can add more other factors to explore more about employee ownership of work and its impact on brand image by initiating communication system, online portal for employees and customers to get the feedback to enhance the reputation in the market to elaborate this research in wide form. It also emphasis on in depth policies that companies use to increase the level of employee satisfaction with their work. The qualitative research can be further implemented on the basis of collected data in this research to explore and elaborate further educate the appearances of this research and the occurrences of proposed relationships. This research is beneficial when there has been some damaging reaction by organizations to their employee ownership of work to develop different plans and strategies to improve employee's commitment with work other organizations could also get benefit from this research..

5.7 Schedules For Completion

Following is the schedule for the Industrial project:

Approval of Project Proposal Revised	24 th September, 2019
Writing of Introduction Commences	8 th October, 2019
Introduction Concludes	15 th October, 2019
Literature Review Commences	22 nd October, 2019
Literature Review Concludes	29 th October, 2019
Research Methodology Commences	12 th November, 2019
Research Methodology Concludes	19 th November, 2019
Results Commence	8 th February, 2020
Results Conclude	18 th February, 2020
Conclusion and Discussions Commence	25 th February, 2020
Conclusion and Discussions Conclude	10 th March, 2020

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