

**HOW ARE EMPLOYEES ENGAGED TO THE BRAND
WHERE THEY WORK FOR?**

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*"We keep moving forward, opening new doors, and doing new things, because we're
curious and curiosity keeps leading us down new paths."*

Walt Disney

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ABSTRACT

In the last decade, companies have been started to give more importance to employees, recognized them as a competitive advantage and pursuing organization tools to engage them.

This study intends to analyse the influence and effects of employees' engagement on relationship employee/brand, through understanding if employees act as customers engaged of the brand where they work and if they conduct employee brand equity. As a last challenge, realize if they are capable of being voluntary brand ambassadors, increasing in this way the brand reputation and awareness.

A quantitative analysis was carried out with the aim to develop and measure employee engagement and these effects in four Portuguese big companies. The results demonstrated that employee's identification, commitment and loyalty, represent a significant role in employee engagement who promote brand positive behaviours.

Through the findings of the study, we gathered that managers and marketers should focus their efforts to create and maintain engaged employees in order to conduct effectively employees' positive behaviours through the brand, and consequently generate brand ambassadors.

Keywords: Employee Engagement; Customer Brand Engagement; Employee Brand Equity; Employee Word-of-mouth; Employee Brand Ambassador; Internal Marketing.

RESUMO

Na última década, as empresas começaram a dar mais importância aos colaboradores, reconhecendo-os como uma vantagem competitiva e procurando ferramentas de organização para evoluirlos.

Este estudo pretende analisar a influência e os efeitos do envolvimento dos colaboradores no relacionamento empregado/ marca, através da análise dos colaboradores como clientes externos envolvidos, mas também como condutores de comportamentos que promovem o valor da marca. Por último, perceber se os colaboradores são capazes de ser embaixadores voluntários da marca para a qual trabalham, aumentando assim a reputação e a consciência da mesma.

Inicialmente foi realizada uma análise quantitativa, em quatro grandes empresas portuguesas, com o objetivo de desenvolver e medir o envolvimento dos colaboradores. Os resultados demonstraram que a identificação, compromisso e lealdade dos colaboradores representam um papel significativo no envolvimento dos indivíduos que promovem comportamentos positivos da marca.

Através dos resultados do estudo, concluímos que os administradores e profissionais de marketing devem concentrar os esforços para criar e manter funcionários envolvidos a fim de conduzir com eficiência os comportamentos positivos em relação à marca e, conseqüentemente, gerar embaixadores da marca.

Keywords: Employee Engagement; Customer Brand Engagement; Employee Brand Equity; Employee Word-of-mouth; Employee Brand Ambassador; Internal Marketing.

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1. Introduction

1.1. Research question and objectives

Nowadays companies are more concerned with their employees and in ways to design and deliver to them a better internal experience (Da Costa and Loureiro, 2018).

Indeed, the power of competition, the constant technological developments, and globalization have contributed to create complex and competitive markets, which seek for competitive advantages (Kumar and Pansari, 2014). Firm competitiveness results from superior resources or competences. As “*competences rest on the organizational level but are inextricably linked with the people*” (Freiling and Fichtner, 2010: 156), it is possible to conclude that employees are strategically important to a firm’s success.

According to internal marketing, employees should be seen as customers (Longbottom, Osseo-Asare, Chourides, and Murphy, 2006). The internal marketing aim is to help employees gain job satisfaction and enhance their commitment to the organizations, which leads to a effective job performance and to favour the company in order to achieve its ultimate business objectives (Chang and Chang, 2007).

Once employees and companies are depending on each other to achieve their goals and needs (ArunKumar and Renugadevi, 2013) it is crucial for companies to ensure that their employees are engaged in the effective delivery of the corporate brand promise (Olins, 2004). Employee engagement (EE) is an important driver for organizational success that should be a continuous process of learning, improvement and action. That is why it exists the need to engage employees in the most productive way and gain competitive advantage (ArunKumar and Renugadevi, 2013). The following information, which appears in the study of Kumar and Pansari (2016), highlights the effect of the topic:

- 84% of highly engaged employees believe they can positively influence the quality of their organization’s products, alongside with only 31% of the disengaged who believe this.
- 72% of highly engaged employees consider they can positively affect customer service, confronting with 27% of the disengaged.

- 68% of highly engaged employees believe they can positively affect costs in their job, against just 19% of the disengaged.

Although researches highlight the disparities in the levels of EE, there are still gaps in understanding the process and the factors that influence EE (Kumar and Pansari, 2014). This concept has become a widely used and popular term, however there is still very little related academic and empirical research (Robinson *et al.*, 2004). Indeed, much of what has been written comes from practitioner journals instead of theoretical and empirical research (Saks, 2006). So, the first objective of this study is research in deep the engagement concept and its relation to employees.

In majority, employee engagement studies focus on companies ultimate goals, proving that EE leads to organizational productivity, performance, profit and long term survival (e.g., Kahn, 1992; Richman, 2006; Saks, 2006; Hollebeek, 2011b; ArunKumar *et al.*, 2013; Hollebeek, 2014; Aon Hewitt, 2017). There are also some EE studies about the improvements that the concept has on individual outcomes, as quality, satisfaction and experiences of job (Kahn, 1992; Moura *et al.*, 2014). However, fewer studies have been done about the behavioural consequences of employee engagement in relation to the brand for which they work. Considering this fact, the author establishes the second objective: to study further the possible behavioural consequences of an employee when the company is concerned with creating and fostering an engagement relationship.

When an organization develops internal marketing, it is trying to develop engagement of the employees (Várnai and Fojtik, 2006), but also fortifying its employee-based brand equity (Burmann *et al.*, 2008; Keller, 1998; Papasolomou and Vrontis, 2006). Consequently, this results in improving the ability to transform employees into brand ambassadors (Xiong *et al.*, 2013). In fact, the employees are capable to spread the message of a company or brand through their network, increasing the awareness and trustworthiness of that company or brand. This message is delivered voluntarily by employees via positive word-of-mouth (online and offline), influencing on what people know and feel about a brand (Buttle, 1998). Studies have shown that when shared by employees the brand messages spread 561% further and are re-shared 24 times more frequently than when shared by the brand. Also, 55% of individuals trust

the information shared by employees of a company on social media, online information sources and content sharing sites (Hovnanian, 2016).

Overall, this dissertation is concerned with the positive word-of-mouth conducted by employees, through the study of engagement and employees' relationship (emotional and behavioural) with a brand.

Based on the above findings and after an intensive thinking and discussion about which behaviours can an employee who is engaged generate, the author found out that could be interesting to discuss the following overall research questions:

- How are employees engaged to the brand where they work?
- Is it possible for an engaged employee to be a consumer of the brand where he works?
- How engagement conducts employee brand equity?
- How can employees be volunteer ambassadors for the brand itself?

This paper intends to give a much clearer understanding of what employee engagement is, what powers it, and what is the employees behavioural outcome of it in relation with the brand.

At the end of this study, it is expected to understand which dimensions of employee engagement lead them to behave in favour of the brand where they work. And in this way, helping companies to focus on promoting these features inside the company, with the ultimate goal of not only improving their employee engagement but also their brand's reputation and awareness.

1.2. Structure

The present dissertation is structured in 5 chapters (figure 1), beginning with the present introduction, which presents the subject of the research and provides an overview of the problematic and the main goal of this work.

Secondly, the chapter 2 presents the literature review, approaching concepts as engagement, employee brand equity, brand ambassadors and other relevant concepts associated.

After follows the chapter 3 in which research aims, the research model and hypothesis are presented.

The study methodology is approached in chapter 4, where the explication of the sample, the questionnaire design and measurement are shown.

Subsequently, in the chapter 5 the author reviews the data results obtained using IBM SPSS and strives to validate the established hypothesis.

Finally in the last section - chapter 6 - the author seeks to understand the results, present a discussion about it and reveal implications and recommendations for marketing and managers practice. Also, the author gives suggestions for future research and shares the limitations of the current study.

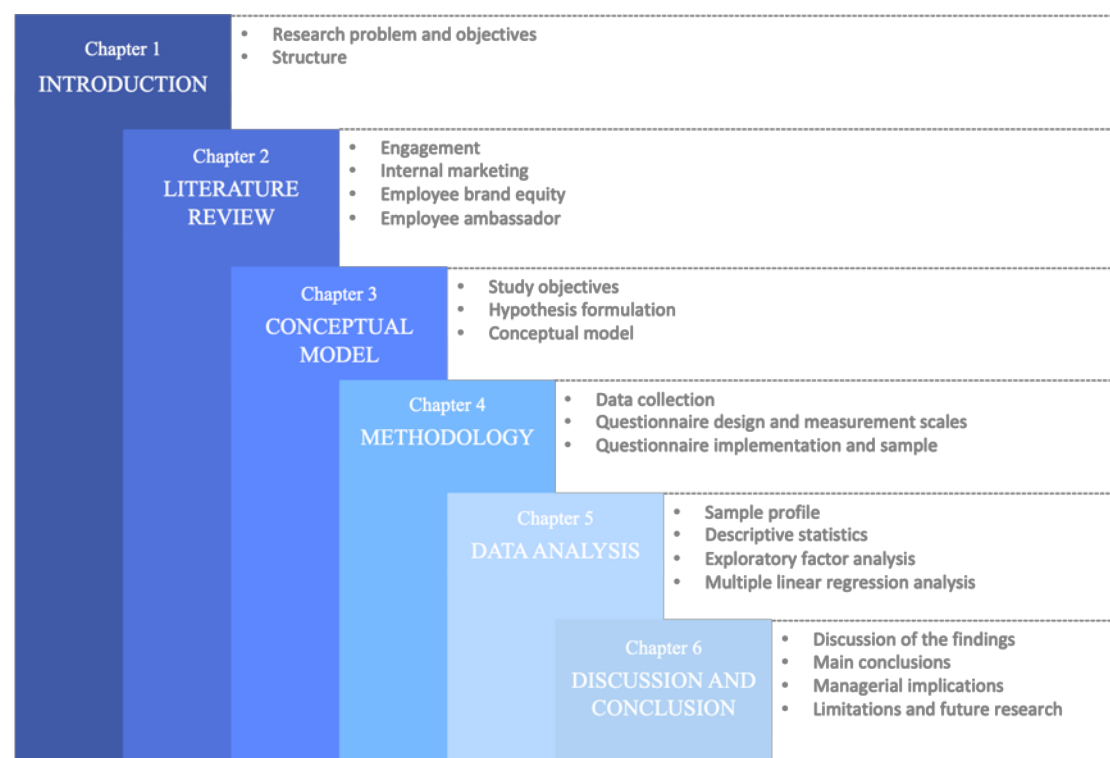


Figure 1 - Structure of the present dissertation
Source: author's elaboration

2. Literature Review

This section initiates with a brief presentation of employees and the conceptualization of the engagement concept in two different perspectives. First from the point of view of the customer, and then from the point of view of the employee.

After, it is completely dedicated to understanding the employee behaviour approaching concepts as internal marketing, word-of-mouth and focusing on employee brand equity. Also, as consequence of the previous subject, the study highlights the employee as the brand ambassador.

2.1. Engagement

Engagement has been studied for a long time by different academic disciplines, including organizational behaviour, psychology, sociology and political science. For instance, in organizational behaviour many companies intend to measure and optimize engagement' levels taking into account that high engagement levels contribute to increase the productivity and profitability (Hollebeek, 2011). However, in the marketing literature the concept emerged only relatively recently (Hollebeek *et al.*, 2014).

In the Marketing point of view, the high levels of engagement in small and big companies promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value (ArunKumar and Renugadevi, 2013).

In today's competitive context, motivated in part by technological and social media evolution (Kumar & Pansari, 2016), there is a need to define engagement in a more broadly way (Gambetti & Guendalina, 2010). Thereby, organizations start to focus on designing strategies that ensure both engagement of employees and customers. So, when we talk about organizational engagement, we have to take into account two concepts: external engagement (customer engagement) and internal engagement (employee engagement) (Kumar & Pansari, 2016).

2.1.1. Customer engagement

The first aspect of engagement concerns the customer behaviour, attitude and level of connectedness between themselves and the organization (Kumar *et al.*, 2016). This aspect is named customer engagement (CE).

Customer Engagement emphasizes the importance of retaining value-generating customers, becoming in that way important for marketing literature (Bowden, 2009). Bowden (2009) presented a model that explains engagement as an iterative system, beginning with consumer satisfaction until reaching consumer loyalty. In this model, the pathway to achieve customer loyalty incorporates calculative and affective commitment, involvement, customer delight and trust. Later, Brodie *et al.* (2011) summed up customer engagement as a psychological state determined by interactions and co-creative experiences with a brand.

There are authors that approach this construct from a more behavioural perspective (Doorn *et al.*, 2010; Vivek *et al.*, 2012). As a matter of fact, Doorn *et al.* (2010) introduced the consumer engagement behaviour concept as the behavioural manifestation by a customer regarding a brand or a company, besides the purchase. Doorn *et al.* (2010) indicated the existence of five dimensions for customer engagement behaviour: customer goals, valence, form of modality, nature of its impact and scope. Besides, they pointed out that in an increasingly networked society where customer-company can easily interact through social media platforms, the non-transactional behaviour from these becomes more important as time goes by.

From the perspective of Vivek *et al.* (2012), customer engagement is defined as the power of the individual's connection and participation with the organization's offerings and/or activities started by the organization itself or the consumer. This behavioural perspective shows the importance of individuals to connect with the brand or product, even if they do not intend to buy it. In addition to the definition, Vivek *et al.* (2012) demonstrated that customer engagement is constituted by cognitive, behavioural, emotional and social elements. The emotional and cognitive elements embrace to consumers' experiences and feelings, and the social and behaviour elements incorporate consumers' participation in the brand or product (Vivek *et al.*, 2012).

The author found multiple definitions regarding consumer brand engagement (CBE), and in nearly all of them engagement is considered a multidimensional concept with cognitive, emotional and behavioural dimensions. Furthermore, consumer brand engagement is studied as a complex relational process, which is very dynamic even without physical contact (Bowden, 2009; Brodie *et al.*, 2011; Hollebeek, 2011a and 2011b).

According to Hollebeek's (2011a and 2011b) vision, customer brand engagement is the level of motivation related to a brand, which is defined by particular levels of cognitive, emotional and behavioural activity in customer-brand interactions:

- cognitive processing is established by the level of relationship with a brand by consumers through elaboration and processing in a specific consumer/brand interaction;
- affection is examined by the degree of positive affective-relation with a brand;
- activation is tested by the level of energy, effort and amount of time spent on a brand.

In the research model (see figure 2) conducted by Hollebeek *et al.* (2014), brand involvement is a key consumer brand engagement antecedent and the consequences established are consumer 'self-brand connection' and 'brand usage intent'. The result of the study shows that these three marketing constructs exhibit significant associations with customer brand engagement; and may become useful for managers or scholars seeking to predict specific consumer behaviour outcomes (Hollebeek *et al.*, 2014).

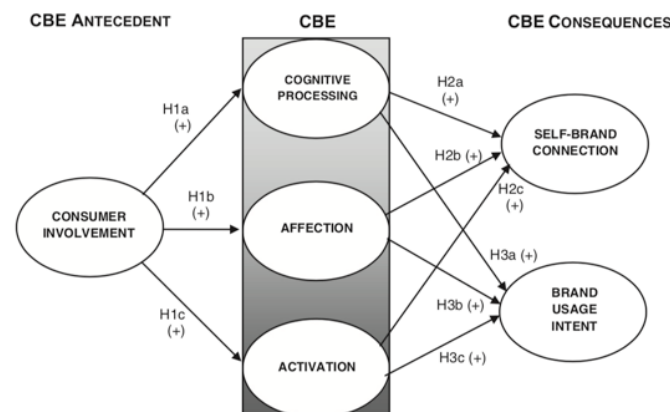


Figure 2 - Consumer Brand Engagement Model by Hollebeek (2014)

The high level of customer brand engagement leads to the achievement of superior organizational performance outcomes, which includes cost reductions, sales growth, brand referrals, enhanced co-creative experiences, enhanced consumer contributions to develop products and a better profitability (Hollebeek *et al.*, 2014).

Over time, other modern perspectives regarding the consumer brand engagement have emerged. Like De Villiers' (2015) perspective, which suggests a typology of brand advocates or fans, including negatively engaged, disenfranchised or even alienated customers. In a more realistic way, De Villiers (2015) presents an asymmetrical model that considers multiple paths to consumer intertwinement. In fact, this model tried to be more predictable concerning the structuration of the necessary antecedent conditions that may cause high levels of consumer-brand engagement interactions (De Villiers, 2015).

The digital evolution has reinforced the importance of online customer engagement behaviour because consumers turn out to be more active, either having a co-producing attitude or destroying organizations' value (Van Doorn *et al.*, 2010). In online contexts, Mollen and Wilson (2010) set consumers' engagement like an active relationship between the brand and the customer, acting through a website or other online intermediary and intended to communicate the brand value. They propose that a consumer's brand engagement goes beyond involvement, being a cognitive and affective commitment, that involves an interactive relationship and which is characterized by experiential dimensions (Brodie *et al.*, 2013).

In order to provide a better understanding of CE and CBE concepts, the table 1 presents an overview of conceptualisations.

Author(s)	Research Type	Concept	Definition	Dimensions
(Patterson <i>et al.</i> , 2006)	Conceptual	Customer Engagement	“The level of a customer’s various “presence” in their relationship with a service organization. The presences include physical presence, emotional presence and cognitive presence.” (p.1)	Multidimensional: • Vigor • Dedication • Absorption • Interaction
(Brodie <i>et al.</i> , 2011)	Conceptual	Customer Engagement	“Customer engagement (CE) is a psychological state that occurs by virtue of interactive, co-creative customer experiences with a focal agent/object (e.g., a brand) in focal service relationships. It occurs under a specific set of context-dependent conditions generating differing CE levels; and exists as a dynamic, interactive process within service relationships that co-create value” (p.9)	Multidimensional: • Cognitive • Emotional • Behavioural
(Dessart <i>et al.</i> , 2016)	Empirical: Quantitative	Consumer Engagement	“The state that reflects consumers’ individual dispositions toward engagement foci, which are context-specific. Engagement is expressed through varying levels of affective, cognitive, and behavioral manifestations that go beyond exchange situations.” (p.409)	Multidimensional: • Affective: Enthusiasm, Enjoyment • Cognitive: Attention, Absorption • Behavioural: Sharing, Learning, Endorsing
(Bowden <i>et al.</i> , 2017)	Empirical	Consumer Engagement	“A consumer’s cognitive, emotional, and behavioural investments in interacting with focal objects or agents.” (p.879)	Multidimensional: • Cognitive • Affective • Behavioural
(Gambetti and Graffigna, 2010)	Empirical	Consumer Brand Engagement	From a present global market scenario, CBE “plays a key role in a new customer-centric marketing approach designed to cope with the constantly evolving individual and social dynamics of postmodern consumer behavior” (p.801)	Unidimensional • Behavioural
(Hollebeek <i>et al.</i> , 2014)	Empirical	Consumer Brand Engagement	“A consumer’s positively valenced brand-related cognitive, emotional and behavioral activity during or related to focal consumer/brand interactions” (p.154)	Multidimensional: • Cognitive Processing • Affection • Activation
(So <i>et al.</i> , 2014)	Empirical	Customer Brand Engagement	“Customer’s personal connection to a brand as manifested in cognitive, affective, and behavioral actions outside of the purchase situation” (p.310-311)	Multidimensional: • Behavioural: Interaction • Emotional: Identification • Cognitive: Absorption, Enthusiasm, Attention
(Dwivedi, 2015)	Empirical	Consumer Brand Engagement	“Consumer’s positive, fulfilling, brand-use-related state of mind that is characterized by vigor, dedication and absorption” (p.100)	Multidimensional: • Vigor • Dedication • Absorption

Table 1 – Conceptualizations of CE and CBE concept

Source: author’s elaboration

2.1.2. Employee engagement

The second aspect of the engagement definition is employee engagement (EE). This side of engagement has begun being studied more recently, so there is still less empirical information about it (Saks, 2006).

Employee engagement regards to the level of connectedness of employees with the customers and the attitude and behaviour of the employees towards the company (Kumar *et al.*, 2016). This heightened connection between employees and their work, their organization, the people they work for or with (McPhie *et al.*, 2008) is not seen as temporary but rather as continuous or sustainable. Once it is based on self-awareness and not coercion to contribute to the firm (Ekawati *et al.*, 2019).

As a consequence of engagement, workers become more inspired, more productive, and are more willing to work beyond the call of duty. Contrariwise, actively disengaged employees resulted in lost productivity (Chooi *et al.*, 2018).

It is expected that engaged employees create social context, which conducted to discretionary behaviours, such as teamwork, helping and voice, that leads to organizational effectiveness (Podsakoff *et al.*, 2004).

Overall, employees become engaged when they find personal meaning in their work, and take pride in what they do and where they do it, and believe that their organization values them. (McPhie *et al.*, 2008).

The antecedents of EE proposed by Kumar and Pansari (2014) encompass employee satisfaction, employee identification, employee commitment, employee loyalty and employee performance. In the study conducted in 2014, the authors discussed the construct of EE, developed scales for measuring EE in profit and non-profit organizations and argued how enhancing EE can improve firm performance.

Employee satisfaction involves the quality of the work environment, which is measure by the feelings that employees have about their jobs, company and colleagues (Heskett *et al.*, 1994). This dimension affects positively the way that employees identify themselves with the organization (Kumar *et al.*, 2016).

Employee identification is related to how people feel interconnected with the success and the failure of the brand (Punjaisri *et al.*, 2009). Turning employees even more committed to the company (Kumar *et al.*, 2016).

Employee commitment is the expansion of psychological connection of employees to the brand, which makes them develop extra work in order to achieve the brand goal (Punjaisri *et al.*, 2009). Higher employee commitment levels are predominantly translated into a low desire to leave the company, demonstrating that committed employees are loyal to the firm (Kumar *et al.*, 2016).

Employee loyalty can inspire an employee to do more work than is required by the company, achieving customers' needs and delivering high level of customer service (Schrag, 2009). Employee loyalty is a psychological attachment to the organizations (Wan, 2012) and it is characterized by the strong wish to continue belonging to an organization (Turkyilmaz *et al.*, 2011). A loyal employee also acts as brand advocates of an organization's product or service (Preko & Adjetey, 2013).

Employee performance has a positive and direct impact on company's customers, once employees should work towards customer satisfaction (Reinartz *et al.* 2005). Employees are expected to deliver a differentiator and positive service attitude, which makes them a source of competitive advantage for firms (Harris *et al.*, 2001).

However, it is important to point out that Kumar and Pansari (2014) consider two inputs that enhance the relation towards employee and the organization, because they believe that the company should have the role of a facilitator and provider of the right contributions at the right time. These inputs are the training and orientation activities and the branding activities of the company for their employees. These activities are incorporate in internal marketing strategies (Huang and Rundle-Thiele, 2015).

2.2. Internal marketing

Internal marketing take care of the employees, its main goal is attract, motivate, develop, and maintain high-quality employees (Yao, Chen and Cai, 2013) and, in this way, foster their retention and engagement (Várnai and Fojtik, 2006). The internal marketing handles with training, internal communications and internal market research (Huang and Rundle-Thiele, 2015), and when its carried out effectively, can positively influence employee attitudes and behaviours (Bowers and Martin, 2007; Bruhn and Georgi, 2000).

In fact, in the last decade, an increasing number of researches started to give more importance to the human side on organisations (da Costa and Loureiro, 2018) and understanding them as an important resource (Ambler and Barrow, 1996). Indeed, employees are the biggest competitive advantage, once they are responsible for evolving and innovating organizations (Backhaus and Tikoo, 2004).

The individuals on the finance of an organization participate in organization related content. The ways in which employees can participate are, for instance, sharing, commenting, liking, uploading worker produced content/photos and contribute to an already written article on the web (Rokka *et al.*, 2014) or sharing their insight within their social network offline, like for example friends and family (Morokane, 2014).

It is important to understand employees from two different points-of-view:

- Organization perspective: where employees are considerate the middlemen between the company and external stakeholders. The workers are the ones who spread the company's message to enhance reputation and also to raise brand awareness between B2B and B2C clients, colleagues, friends and family (Rokka *et al.*, 2014).
- Stakeholder's perspective: who believe that employees are the ones who provide brand reality (Piehler *et al.*, 2013).

Therefore, the company communication must be aligned with employee communication. According to Morokane (2014) when the messages are aligned, an increase in awareness and reputation is acquired. With this congruence, it also exists a chance to shape the image of the company.

In this way, the company must carry the responsibility of giving the employee the right of guidance and the tools to encourage them to speak in favour of the company. However, the employees need to be ready to cooperate as well, it isn't enough to have only the company engaged (Grace and King 2012). It is necessary to bet on ways to enhance employee conducted corporate communication; there are approaches from internal marketing, communication and training (Morokane, 2014). Additionally, the employees' personal willingness drives brand citizenship behaviour (BCB) (Grace and King, 2012; Helm *et al.*, 2016). The citizenship behaviour could be predicted by employee engagement (Bhatnagar & Biswas, 2010).

Burmann and Zeplin (2005) primarily defined brand citizenship behaviour as a stimulus from the organizational citizenship behaviour. This previously concept presumes that an employee has voluntary behaviours which does not belong to their daily work duties. However, BCB goes further. While in organizational citizenship behaviour the employee must 'live the brand', in BCB the employee bring the brand to life. Hence, BCB refers to pro-brand behaviours that are conducted voluntarily by the employee and occurs externally.

According to Burmann & Zeplin (2005) and Piehler *et al.* (2016), brand citizenship behaviour is represented by all employee behaviours that are congruent with the brand promise and identity, which results on strengthening the brand.

Grace and King (2012) defined brand citizenship behaviour such as a voluntary attitude of the employee outside of the work place, on behalf of the brand. Positive word of mouth is an example. So, brand citizenship behaviour is understood as an extra-role that is totally voluntary and is beneficial to the brand.

2.2.1. Word-of-mouth and Electronic Word-of-mouth

As earlier debated, employees are capable of practicing positive word-of-mouth (WOM) on behalf of a company (Grace and King, 2012). The WOM involves employee's personal network and contacts, such as family and friends. This action could be made online (Rokka *et al.*, 2014) or offline (Morokane, 2014).

WOM has a huge power; a client searching to get more information about a product/service relies on the word surging from personal networks. At this moment,

employees have the power to influence and tranquilize people about the brand (Morokane, 2014) (Dreher, 2014). WOM is characterized by network-conversations that shape consumer expectations and attitudes towards the brand. Therefore, WOM is not static or dyadic. Particularly in social media platforms, WOM is highly dynamic. (Kimmel, Kitchen, 2014).

Lately, with emergence of Web 2.0 and social media, authors have started to demonstrate an interest on the study of electronic word-of-mouth (eWOM) (Kim *et al.*, 2016).

In fact, management of word-of-mouth communication won more importance with the ever-growing use of the internet and speed of message distribution (Kimmel & Kitchen, 2014). Due to the fact of consumers and employees can freely voice their opinions in real time about a specific brand on the internet and available social media platforms (Pitt *et al.*, 2002). EWOM has opened ways for new forms of marketing communication and to enhance the interaction between brand and consumers by allowing submitting, reviewing and responding to online information (Burgess *et al.*, 2015).

Through web 2.0 platforms employees can act as powerful, credible and authentic representatives of their organizations, making a company's culture to become increasingly transparent (Dreher, 2014). Actually, the individual voice on these platforms is more reliable than companies' online communication (Harquail 2009).

Employees' social media use also allows them to become corporate advocates and brand ambassadors (Dreher, 2014), concepts that are going to be studied further on this research. However, employees' corporate communication conducted on social media platforms can only be conducted when: employees know their brand, they can relate to it and the internal company environment is suitable (Xiong *et al.*, 2013; Rokka *et al.*, 2014; Dreher, 2014).

In conclusion, WOM and eWOM conducted by employees are a real and trustable way to communicate with customers and promote a brand (Harquail, 2009). The concept of employee brand equity (EBE) is the key for employees to speak positively about the company where they work, and the motive to conduct this behaviour could be the employee's engagement.

2.3. Employee brand equity

Professionals and academics studied the concept of brand equity over the years because of the importance given to the construction, maintenance and use of brands to obtain a strategic advantage (Erdem *et al.*, 1999). However, with the inside-out marketing view, companies have started to consider employees as internal customers too (Yang *et al.* 2015). Thus, brand equity from the perspective of employees has begun to attract attention (Erkmen, 2018).

Higher levels of brand equity are manifested by higher brand loyalty, name awareness, strong brand associations, perceived quality and other resources like trademarks and channel relationships (Papazolomou and Vrontis, 2006).

It is important to point out that it exists two clear perspectives dominating the brand equity literature: customer based and financial based brand equity. In the last decade, it was created a third perspective developed by King and Grace (2009). In their study employee based brand equity serves as a foundation to build customer brand equity once employees who understand and unconditionally endorse the organization's objectives communicate them to their customers. The attention on brand knowledge is suggested as being crucial for internal brand building efforts.

Introduced by Brexendorf *et al.* (2007), employee brand equity is translated by an employee's positive and productive brand-related behaviour and it is consistent with the communicated brand identity. This kind of behaviour is assumed to be conducted by employees with brand knowledge.

Later on, Grace and King (2012: 269) explained the concept of employee brand equity as "the differential effect that brand knowledge has on an employee's response to internal brand management". The same author defended that this concept demands the measurement of cognitive and behavioural aspects of brand equity from the perspective of an individual employee.

However, it continues to be a critical question for researchers, how a team becomes aware of brand values (De Chernatony *et al.*, 2001). Thus, the concept of brand equity has enlarged its importance as a requirement for successful internal brand management.

First of all, to comprehend employee brand equity it is appropriate to understand what is the internal brand management (IBM) (Grace and King, 2012). The objective of IBM is to line up the individual employee behaviour with a brand's communicated brand identity (Tosti and Stotz, 2001). This concept is considered to be a core aspect of brand management and a successful marketing practice. The literature recognizes that IBM results in important employee attitudinal loyalty effects, like commitment to the brand and employee satisfaction (King and Grace, 2008). Thus, the behavioural effects of IBM are measured by the employee brand equity scale. The three goals are evaluated (i) what employees say, (ii) what they do and (iii) what they are intending to do in the future with respect to the brand (Grace and King, 2012).

According to the employee brand equity model constructed by King *et al.* (2012), the outcomes for positive employee attitudes are employee brand endorsement (positive external communication), brand allegiance (desire to maintain relationship) and discretionary employee brand consistent behaviour (Xiong *et al.*, 2013).

The relationship of employees to brand equity is their contribution as brand ambassadors. In fact, employees can voluntarily represent the brand to customers, potential customers, the public at large, and even to potential new employees (Gelb and Rangarajan, 2014). When employees conduct this behaviour, they go beyond the role of their job description.

2.4. Employees as brand ambassadors

The use of the term “ambassador” is a metaphor, which was lent from the political world. Since the ambassador is a person who says and does anything in another's name, the brand ambassador can be described as a person who acts in the name of a brand (Schmidt *et al.*, 2018).

According to antecedent literature, this term is used for employees that on behalf of the organization deliver the brand message accordingly to stakeholders of the organization (Xiong *et al.*, 2013; Rokka *et al.*, 2014; Dreher 2014; Gelb and Rangarajan 2014).

However, the terminology published about the employee's practice on transmitting company information voluntary depends on the author. Different names with the same meaning were found in the academic literature as "brandividual/branded employee" (Harquail 2009), "employee advocate" (Kankkunen and Isokangas, 2011; Terpening *et al.*, 2016) and "brand champion" (Schmidt and Baumgarth 2018). These diverse meanings increase the ambiguity of the word.

The majority of the studies focused on what drives brand citizenship behaviour and have proven that employees who follow this behaviour will conduct positive word of mouth. Turning the employee in brand ambassador, -endorse or advocate (Morokane 2014).

Piehler *et al.*, (2013) made a research work about the employee's motivation to speak positively of the company using the brand ambassador as terminology. The study was made with brand ambassadors from service companies' point of view. In this companies the employees are in direct contact with the final customer. After the research, the authors reveal a structural model (see figure 3) with three psychological states related to attitude and behaviour:

1. Employee perceived brand knowledge;
2. Employee perceived brand importance;
3. Employee perceived brand role relevance;

It was concluded that 2. and 3. affected employee brand commitment and 1. had a direct impact on employee brand equity. The employee commitment to the brand (employee brand commitment) is also related to EBE.

Also, in this research, the authors have enhanced the outcomes of EBE. Brand endorsement, referring to employee pro-activeness to conduct a positive external communication about the brand; brand allegiance, signifying the employees' willingness to maintain a relationship with the brand; and brand consistent behaviour, indicating the employees volunteer behaviour that is coherent with the brand.

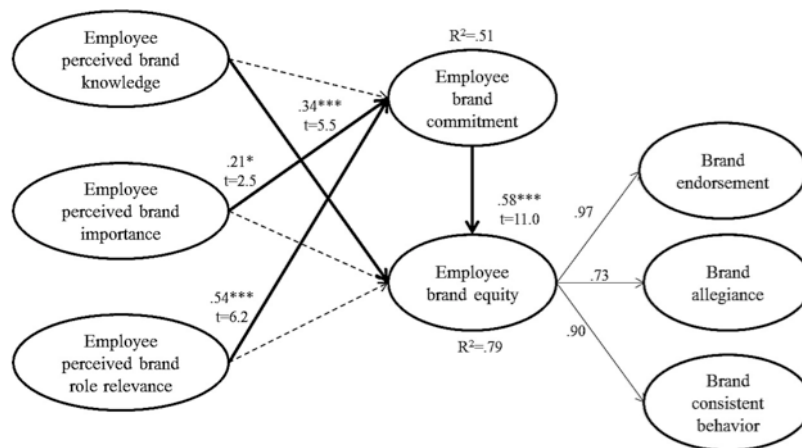


Figure 3 - Structural Model for creating brand ambassadors by Piehler *et al.* (2013)

Furthermore, it was discovered that knowledge of the brand itself conducts to EBE. All the knowledge acquired from employees comes from inside the organization, indicating good brand communication and training of job position as relevance to the company. It was also found that employees that are more committed to the brand believe that brand are important. So it can be concluded that employees feel motivation to give out their company's positive opinion to the clients because employees have sufficient brand knowledge and they feel part of the whole company. On the contrary, if the employees do not identify themselves with the brand or the company, they won't feel the need to spread positive perspectives about it.

Morokane (2014) achieved similar results by studying the employee willingness to practice positive word of mouth of an organization. However, in another research made by Grace and King (2012), it was demonstrated that for employees to act as brand ambassadors is also needed a personal motivation. Activeness on behalf of the company by itself is not sufficient enough to conduct brand citizenship behaviour.

To sustain and enhance brand equity of a company, Gelb and Rangarajan (2014) name employees as brand ambassadors. For the authors, brand equity is measured by the good perception of stakeholders regarding a brand and the level of product differentiation. Although the study had centred its attention on service brands, it also explored the value of delivering the brand in online and B2B markets. The authors refer that is vital to act preserving brand equity through employees, because it safeguards that the reputation of a company might be damaged for some reason.

The authors of the study refers that is vital to act preserving brand equity through employees because if something taints the reputation of a company, the employees will tell their personal networks about the situation from their point of view. The employee's personal network trusts more his word than the universal negative message spread. Furthermore, on the B2B markets the employee's trustworthiness has even more impact, once the stakeholders of the organization have a link of trust to the employee and consequently have more faith in his word (Morokane, 2016; Gelb and Rangarajan, 2014).

However, employees can also spread negative content, damaging the reputation of the company. Mainly online, it is very easy for individuals to make their voice heard. Thus, educating the staff about the message that a company intends to deliver is crucial, both online and offline (Horn *et al.*, 2015).

In the study made by Gelb and Rangarajan (2014), such as in the previously discussed study lead by Rokka *et al.* (2014), it was conducted a qualitative survey in different industries to acquire an ample result. The study found that employees have to feel positive feelings about the company to be possible to deliver these feelings to stakeholders. This finding indicates a great internal atmosphere and a relation between emotions and employee conducted corporate communication. These results also match with the conclusions of Grace and King (2012) in the study about brand citizenship behaviour previously presented. Grace and King (2012) proved that emotions of employees have a crucial role in the willingness to contribute for a company positive communication.

Therefore, Gelb and Rangarajan (2014) proposed the implementation of an internal culture, which can be expressed externally by employees. The company's attempt to instil this mentality turned employees into brand ambassadors. Besides that, there are also employees who voluntary contribute to the brand image beyond their work. These receptive employees should be identified by the company and trained into becoming brand ambassadors. Thus, the authors believe that companies must invest in training their employees.

According to Morokane (2014), employees act as 'employee endorsers'. In the study, Morokane (2014) refers why employees commit with word-of-mouth (WOM) in

favour of the company with their social network, family and friends. In that way, Morokane investigates if employees' willingness takes part in positive WOM from the point of view of internal marketing and internal engagement. Internal marketing is carried by the employee's knowledge about the overall brand; the aim is to create a base for employees to feel that their own values are aligned with company values. On the other hand, internal engagement is related to the psychological state of safety, availability and meaningfulness about the brand.

As presented below in the figure 4 internal marketing does affect positively employee word of mouth (employee endorsement). Morokane's (2014) corroborates the findings made by Grace and King (2012). Both found that employees who committed favourable WOM were the employees who identified themselves with the brand.

It was also presented that employee endorsement is positively affected by the internal engagement. The employee's view of the organization is influenced by the stakeholder's view, demonstrating that the organization's image is composed by two sides.

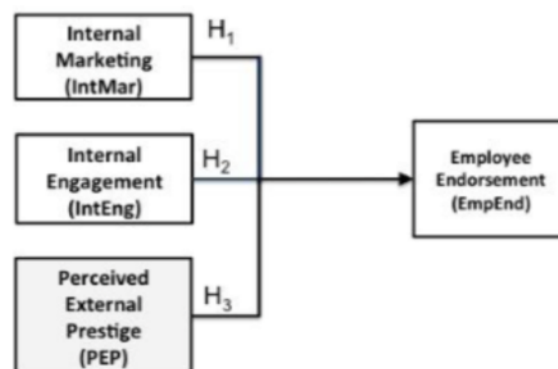


Figure 4 - Employee endorsement model by Morokane (2014)

Perceived external prestige is left outside because was verified that it does not have any impact on employee endorsement, becoming irrelevant to the discussion above.

3. Conceptual Model

The chapter 3 starts with the objectives of the research conducted. After, it presents the theoretical model that supports this investigation along with the research hypothesis tested in this study.

3.1. Study objectives

Through the information analysed before, this dissertation is concerned with employees' relationship and engagement with the brand, and the brand equity conducted by employees who become brand ambassadors.

One of the two proposals of this research is to understand if employees are also customers of the brand where they work, through a parallelism with customer brand engagement. For instance, if they buy or use the services offered by the brand.

On the other hand, this study has the aim of enlighten the factors that affect the willingness of the employees on conducting employee brand equity. This involves understanding the things that drive employees to create and care for their brand relationship and even want to communicate company content with their personal network. For instance, if they feel the need to speak positively about the brand with their friends or family.

In the end, in addition to expressing the importance of the theme, the intent is to know if the employees of the companies targeted with this study are engaged with the company where they work and if they conduct employee brand equity and also if they act like customers of the brand. In conclusion, the author would like to point out which engagement factors are the ones that companies should invest and care in order to improve their relationship with employees and, in this way, increase the awareness and reputation of the brand.

There are only a few studies that provide empirical tests of the antecedents and consequences of EE (Kumar an Pansari, 2014; 2016; Saks, 2006). So, it is important to give continuity to the studies and test them in a real context. Some researchers of marketing literature suggest the application of EE in quantitative methods studies in

order to deeply understand the construct (e.g. van Doorn *et al.*, 2010; Hollebeek, 2011a and 2011b; Brodie *et al.*, 2011 and 2013; Hollebeek *et al.*, 2014, Jaakkola and Alexander, 2014).

The approaching theme has been tested especially in service companies where the employee has direct contact with the customer. However the author throughout the research was interest in understanding how it reflects in all the companies.

Therefore, the author challenges himself to offer to managers and marketers a way to better understand which practices of their organization effectively promote positive behavioural consequences of employee engagement. For this purpose the author elaborated a research model and tested in Portuguese companies (services and non-services) what was found through the literature.

3.2. Hypothesis Formulation

Once it becomes interesting realizing not only if the employees are engaged but also if they are external clients of the brand, the author makes a parallel approach on brand engagement from an employee perspective (for instance, if employees want to buy products or experience the services of the brand where they work). It is already verified that employees can be seen as customers of an employer brand, making possible the applicability of extending the concept of customer to the brand engagement into the employee domain (Buckingham, 2008). These facts make it possible to formulate the first three hypothesis.

On the one hand, it has already been identified by different authors that satisfaction, organizational commitment, loyalty and performance at work have a positive relationship with employee engagement (Saks, 2006; Kumar and Pansari, 2014, 2016). On the other hand, it has also been studied that the engagement to a brand depends on the cognitive processing, affective and activation factors (Xiong *et al.*, 2013).

Once employee engagement is defined as a persistent and piercing affective-cognitive state and characterized by absorption, dedication and energy (Schaufeli *et al.*, 2002),

there is potential for EE to be related to cognition, affection, and activation factors of CBE theory.

So, given the nature of the relationships above, if the employee can be seen as an internal customer, we could extend the association between employee engagement and employee as a consumer engaged to a brand.

As suggested by Kahn (1990) and later by Saks (2006), people engaged employ and express themselves cognitively during their job role performance. In fact, engaged employees will cognitively harness and invest their selves during the work but not only, whereas disengaged employees tend to mentally detach or uncouple their selves easily from the job (Ho *et al.*, 2011).

Regarding the findings mentioned above, the following hypothesis was formulated:

H1. Employee Engagement has a positive relation with Cognitive Processing Factor.

Also as proposed by Kahn (1990) and Saks (2006), engaged people manifest themselves being emotionally attached during their job role performance. Employee engagement is defined as a positive and motivational construct that is characterized by dedication, which is described by high levels of meaning for work (Moura *et al.*, 2014). In truth, engaged employees demonstrate a deep emotional connection toward their workplace (Kahn, 1990; Wagner and Harter, 2006) which can lead them to the desire of being also connected outside of the workplace.

Regarding the findings mentioned above, the second hypothesis was formulated:

H2. Employee Engagement has a positive relation with Affection Factor.

The authors, Kahn (1990) and Saks (2006), have also verified that employees express themselves physically during role performances. This behavioural facet is characterized by the levels of energy, time and effort displayed at work (Macey and Schneider, 2008; Moura *et al.*, 2014).

The third hypothesis was formulated regarding the findings mentioned above:

H3. Employee Engagement has a positive relation with Activation Factor.

The author then can formulate the second part of the study focusing on the factors that affect the willingness of the employees on conducting employee brand equity.

According to Xiong *et al.* (2013), EBE is affected by employee perceived brand knowledge and employee brand commitment. In their empirical study they conclude that employees must see the brand as being meaningful and relevant to embrace their role as brand ambassadors.

Employee engagement frequently has been defined as an emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006; Shaw, 2005). It could be possible that also employee engagement, which encompass employee commitment, has a relation to brand equity.

Overall, the employee engagement has been discussed as a more complex and dynamic construct (Kumar and Pansari, 2014), which can bring to the researches more dimensions which precede the EBE.

In the study conducted by the company Aon Hewitt (2017), it was argued that employee engagement outcomes encompass "say", "stay" and "strive". They recognised that employees who are engaged tend to speak positively about the organization to co-workers, potential employees and customers.

Regarding the findings mentioned above, the following hypothesis was formulated:

H4. Employee Engagement has a positive relation with Brand Endorsement.

According to Ram and Prabhakar (2011), the level of engagement helps to determine whether people stay with the organization, or quit and perhaps join the competitors. Indeed, employees who are engaged in their work provide companies lower employee turnover due to their levels of motivation, loyalty and trust (Gujral, 2013). According

to Papasolomou and Vrontis (2006) the employer brand equity increases if employees become more loyal and demonstrate brand values. So, employee engagement may be related to the employees' willingness to maintain a relationship with the brand (brand allegiance).

Regarding the above mentioning findings, the following hypothesis was formulated:

H5. Employee Engagement has a positive relation with Brand Allegiance.

Macey, Schneider (2008) and Ariani (2013) argue that employees who are engaged have behaviours that go beyond what is expected in their work. Saks and Gruman (2014) debate that employees involved in an intellectual, social, affective and organizational levels are sensitive to act in order to support the organization's objectives. Therefore, it is possible to consider that employees who are engaged are able to perform voluntary extra role actions that are consistent with the brand.

Regarding the above mentioning findings, the following hypothesis was formulated:

H6. Employee Engagement has a positive relation with Brand Consistent Behaviour.

3.3. Research Model

Based on the literature review and all the above mentioning findings a research model could be established (see figure 5).

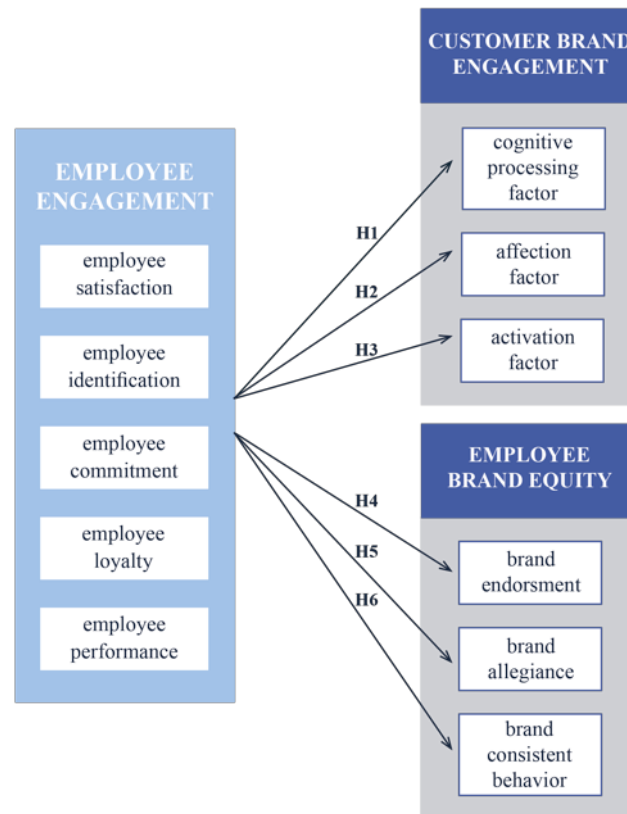


Figure 5 - Research Model

Source: author's elaboration

The conceptual model suggests an evaluation of the ways in which employee engagement occurs in companies. The model also proposes a relation of EE with two specific constructs, namely customer engagement and employee brand equity.

4. Methodology

The first part of this study was constituted by secondary data collected in the literature review. However, in order to obtain a first-hand experience researchers usually feel the need to have primary data analysis in a specific methodological way (Loureiro, 2017). So, the drive of this methodology section is to explain the approach that was made in this paper.

4.1. Data Collection

The methodology chosen to answer the research question and to test the hypotheses was quantitative. This research technique intends to quantify data and conduct statistical analysis allowing detailed descriptions or experiments to be made. (Malhotra, 2007).

The quantitative data was collected by a survey with a questionnaire send via email for employees in four different Portuguese companies. According to Malhotra (2007) it is convenient for respondents to use email surveys because it is easier, since it does not require facilities or expertise. It is also more practical once it can be done everywhere, not necessarily during the work hours. The information collected by the surveys will provide insights to test and prove the hypotheses formulated in the theoretical part.

Furthermore, the author launched a pre-test in a different company with the objective of testing the content of the items about wording, understandability and meaning. After analysing that pilot sample of 21 employees, a very few adjustments were made. The author corrected small Portuguese words to clarify/simplify the most specific terms.

In the next figure (figure 6), the general timing of the data collection process is shown.



Figure 6 - Time frame of data collection
Source: author's elaboration

4.2. Questionnaire design and measurement scales

The questionnaire (see appendix 1) was developed based on the literature review. All the items used to measure the constructs are adapted from existing and validated instruments (table 2).

The questionnaire was initially written in English (because all items were originally in English) but later it was translated into Portuguese, once it was distributed in national companies (Sekaran, 1983). Moreover, the questions were adapted to each company to be better suitable due to the specific pool of respondents. The author's aim was to obtain answers more close to reality and make employees feel more identified with what they were reading.

Table 2 - Measurement Scales
Source: author's elaboration

Construct	Adapted from	Journal
Employee Engagement	Kumar and Pansari (2016)	Journal of Marketing Research
Customer Brand Engagement	Hollebeck (2014)	Journal of Interactive Marketing
Employee Brand Equity	Xiong, King, Piehler (2013)	International Journal of Hospitality Management

To avoid common method bias, the author reflected on two structural aspects. First, in order to preserve the content of the original instruments, all items were measured according to the same response scale (Likert-type scale). By changing the response

format we could cast away doubt regarding the validity of the content (Mackenzie *et al.*, 2011). On the second place, with the view and in order to avoid ambiguity, we kept the items simple and concise, without unfamiliar terms and complex syntax (Tourangeau *et al.*, 2000).

At the beginning of the questionnaire, the participants were informed about the topic of the survey and the structure of the form. Also they were warned that all the answers and information collected was confidential and anonymous. After the introduction, the questions were presented divided into four sections.

- 1) **Social-demographic.** To the employees of the companies there were asked the gender, the range of age and the years employed in the company. This initial section allowed the characterization of the sample.
- 2) **Employee Engagement.** To the employees of the companies there were asked twenty questions to measure the level of satisfaction (five items), identification (seven items), commitment (three items), loyalty (three items) and performance (two items) for the company they work for. The items of these dimensions were adapted from Kumar and Pansari (2016). All the items were evaluated using a 7-point Likert scale that ranged from 1 (Strongly Disagree) to 7 (Strongly Agree). See Appendix 1.
- 3) **Customer Brand Engagement.** To the employees of the companies there were asked ten questions to evaluate the level of cognitive processing (three items), affection (four items) and activation (three items) of the employee as a customer engaged with the brand. The items of these dimensions were adapted from Hollebeek (2014). All the items were evaluated using a 7-point Likert scale that ranged from 1 (Strongly Disagree) to 7 (Strongly Agree). See Appendix 1.
- 4) **Employee Brand Equity.** To the employees of the companies there were asked ten questions to calculate the level of brand endorsement (four items), brand allegiance (three items) and brand consistent behaviour (three items). The items of these dimensions were adapted from Xiong, King, Piehler (2013). All the items were evaluated using a 7-point Likert scale that ranged from 1 (Strongly Disagree) to 7 (Strongly Agree). See Appendix 1.

4.3. Questionnaire implementation and Sample

The questionnaire was set up online using the Google Forms tool. Once the questionnaire was established on the platform, a survey link was provided and distributed online. The author sent to the companies the e-mail with access to this survey link and then the companies (department of human resources or marketing) took the responsibility of sending it to their employees.

In order to achieve diversity and more amounts of data the questionnaire was applied in four different companies. All those companies are recognized and considered big, national and belong to four different activities: transport, banking, retail and beverages.

It needs to be pointed out that the sample and number of employees were chosen by each company. In the retail and the beverages companies the questionnaire was released only in the physical office. However in the transport and banking companies all the employees, even the ones working outside of the office, were invited to participate.

The questionnaire was distributed to 368 employees. To all the individuals was sent at least one reminder email to fulfil the questionnaire before the deadline. So, the author made sure the response rate was sufficient.

A total of 198 samples were collected (table 3). This number was considered sufficient because it is a convenience sample. We have to take into account that the study was carried out in companies, where typically the samples collected are smaller. Additionally, only the transport company had a response rate of less than 50%, even with more time available to answer.

Table 3 – Collection of company data
Source: author's elaboration

Company activity	Time	Number of answers	Rate of responses
Transport	14/09/18 - 29/10/18	36	40%
Banking	07/11/18 - 26/11/18	52	58%
Beverages	07/11/18 - 22/11/18	58	58%
Retail	11/12/18 - 26/12/18	52	59%

5. Data analysis

This fifth chapter presents the statistical analysis conducted in this investigation and the respective results.

Before analysing the data by statistical means the author downloaded and prepared the data set. To begin with it was verified if any participants had dropped out of the survey at some point or left incomplete answers. After it was confirmed all the value numbers were assigned from 1 to 7. Afterwards the data was computed with the *IBN SPSS Statistics 25* software.

The analysis initiated with the collected sample's characterization. Subsequently, was presented the descriptive statistics and the exploratory factor analysis realized presenting and interpreting its principal results. Finally, the relationships of independent dimensions and dependent dimensions will be examined through the multiple regression analysis.

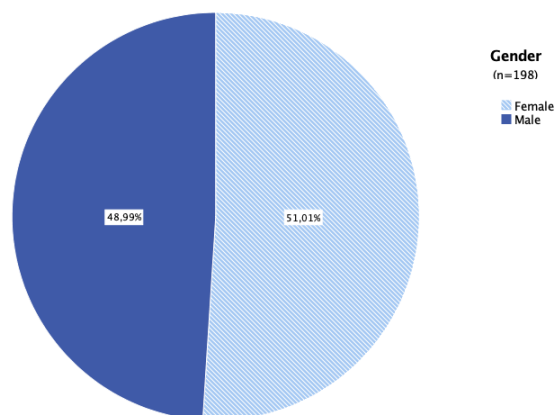
5.1. Sample profile

The respondents of the questionnaire had different genders, age groups, and they had spent different years working for their organizations. In order to characterize the sample, the author conducted a frequencies analysis to each socio-demographic variable. The sample profile is shown in table 4.

Table 4 – Respondents' socio-demographic profile*Source: author's elaboration based on SPSS output*

	Frequency	Percent
GENDER		
Female	101	51,0
Male	97	49,0
Total	198	100,0
AGE		
18-24 years	14	7,1
25-34 years	54	27,3
35-44 years	78	39,4
45-54 years	43	21,7
55-64 years	9	4,5
Total	198	100,0
YEARS EMPLOYED		
<1 year	36	18,2
1-5 years	56	28,3
>5 years	106	53,5
Total	198	100,0

The sample collected for the present study contains 198 (n=198) valid answers and consists of 97 male and 101 female participants (see figure 7). It is a well-distributed sample by gender.

**Figure 7 - Distribution of gender***Source: author's elaboration based on SPSS output*

7.1% of respondents are less than 25 years old, 27.3% of respondents are aged between 25 and 34, and 39.4% of respondents have ages between 35 and 44. The smallest group were the oldest employees, 55-64 years old with only 9 respondents representing 4,5% of the sample (see figure 8).

Regarding years of work, the majority of employees who responded have been with the company for more than 5 years, with a percentage equal to 53,5%. The smallest group corresponds to people employed less than 1 year representing 18,2% (see figure 9).

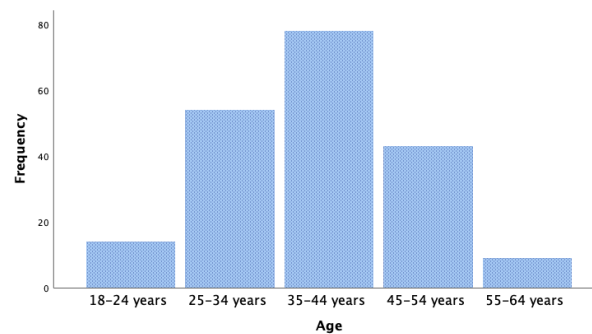


Figure 8 - Distribution of age
Source: author's elaboration based on SPSS output

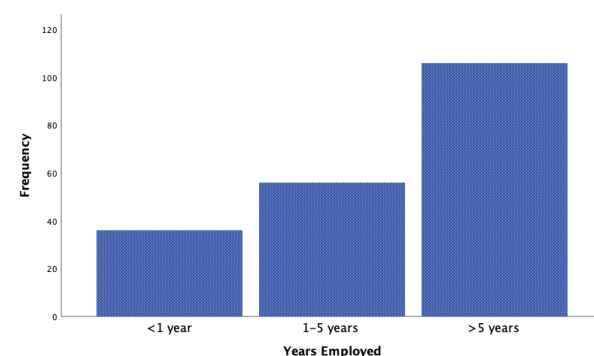


Figure 9 - Distribution of years employed
Source: author's elaboration based on SPSS output

5.2. Descriptive statistics

In the following paragraphs, it will be presented the descriptive statistics. This analysis allowed the comparison between the mean, medium and standard deviation of each item contained by the construct. Besides that, it was permitted to calculate the dispersion and to verify the reliability scale for each item.

5.2.1 Reliability

The reliability of the measurement scales for each item was estimated by calculating the Cronbach's alpha coefficient, the most common statistic to realise this type of analysis (Field, 2009). It is assumed that high levels of Cronbach's alpha indicate a good internal consistency of the scale. Most of the literature states that a satisfactory value would be 0.70 or higher (Mooi and Sarstedt, 2011), although a reliability value between 0,5 and 0,6 is considered sufficient (Nunnally), 1967.

In the study conducted, all the values of Cronbach's alpha were above the limit 0,6 (see table 5, 6 and 7) therefore it means that the items were appropriated to measure the corresponding constructs.

5.2.2. Measures of centrality and dispersion

When describing data for samples quantitatively, it is usual to use measures of central tendency that give us a general impression of values that could be seen as common, middling or average.

Regarding the scale items of the dimension satisfaction (table 5) it was possible to see that the item "I feel secure about my job." was the one with the highest mean with a value of 5,80. Also, the median showed a value of 6.0, which indicates that there were no outliers who bias the mean. The standard deviation was rather low with a value of 0,950, which shows that the participants all rated this item very similarly. The lowest ranked item in this scale is "I believe management is concerned about me." with a mean of 4.62 and with the highest standard deviation among items (1,478).

For the dimension identification (table 5) it was realize that the statement with the lowest mean was "The organization is like a family to me" with a value of 4,97. And the statement with the higher mean was "When I talk about this organization, I

usually say “we” rather than “they.”” with a value of 6,32 which is the highest value of all employee engagement items.

The commitment’s dimension (table 5) presented a consistency of high averages in its items. The statement "I am very committed to delivering the brand promise to our customers." was the one with higher mean value (6,16) and the statement "My commitment to deliver the brand increases along with my knowledge of the brand." was the one with lowest value (5,67).

For the dimension loyalty (table 5), the lowest ranked item in the scale was "I will be happy to spend the rest of my career in this organization" with the mean of 5,01. However, the highest ranked item in the scale was "My intention to stay is driven by the fact that I am competent in delivering the brand promise." with a mean of 5,53.

Regarding the dimension performance (table 5) it was possible to perceive that the item " My performance in the last appraisal exceeded expectations." was the one with the lowest mean (4,66). In contrary to the item “The amount of opportunity for my performance improvement at my organization is high.” that presented the highest mean (4,93). It should be noted that even the highest mean's value of performance was low in comparison to the other dimensions above mentioned and that both means values were very close to each other.

Table 5 - Descriptive statistics for Employee Engagement

Source: author’s elaboration based on SPSS output

Items	Mean	Median	Std. Deviation	Min	Max
Satisfaction					
I receive recognition for a job well done.	5,11	5,00	1,278	1	7
I feel close to the people at work.	5,67	6,00	1,139	1	7
I feel good about working at this company.	5,70	6,00	1,170	2	7
I feel secure about my job.	5,80	6,00	0,950	2	7
I believe management is concerned about me.	4,62	5,00	1,478	1	7

cronbach’s alpha: 0,814

Identification					
I am proud to tell others that I am part of the organization.	6,08	6,00	1,128	1	7
I feel a sense of ownership toward this organization.	5,79	6,00	1,330	1	7
My sense of pride toward the organizational brand is reinforced by its brand-related message.	5,71	6,00	1,369	1	7
I view the success of the brand as my own success.	5,66	6,00	1,303	1	7
The organization is like a family to me.	4,97	5,00	1,389	1	7
When I talk about this organization, I usually say “we” rather than “they.”	6,32	7,00	1,093	1	7
When someone praises this brand, it feels like a personal compliment.	5,69	6,00	1,214	2	7
cronbach’s alpha: 0,898					
Commitment					
My commitment to deliver the brand increases along with my knowledge of the brand.	5,67	6,00	1,213	1	7
I am very committed to delivering the brand promise to our customers.	6,16	6,00	0,962	2	7
This organization has a great deal of personal meaning for me.	5,84	6,00	1,131	2	7
cronbach’s alpha: 0,794					
Loyalty					
I will be happy to spend the rest of my career in this organization.	5,01	5,00	1,606	1	7
I do not have an intention to change to another organization at this moment.	5,28	6,00	1,680	1	7
My intention to stay is driven by the fact that I am competent in delivering the brand promise.	5,53	6,00	1,313	1	7
cronbach’s alpha: 0,860					
Performance					
My performance in the last appraisal exceeded expectations.	4,66	5,00	1,404	1	7
The amount of opportunity for my performance improvement at my organization is high.	4,93	5,00	1,550	1	7
cronbach’s alpha: 0,654					

Regarding the cognitive processing factor dimension (table 6), the item "Using brand (x) gets me to think about brand (x)." represented the highest mean value (5,56) and "Using brand (x) stimulates my interest to learn more about brand (x)." the lowest (5,31).

For the dimension affection factor (table 6) it was sight that the statement with lowest mean value was "Using brand (x) makes me happy."(5,25). And the statement with the highest mean value was "I am proud to use brand (x)."(5,57).

The activation Factor's dimension (table 6) obtained for the lowest mean the statement "I spend a lot of time using brand (x), compared to other service providers." with a value mean of 5,50; and for the highest mean the statement "I spend a lot of time using brand (x), compared to other service providers." with a value mean of 5,76. The both values are very close.

Table 6 - Descriptive statistics for Customer Brand Engagement

Source: author's elaboration based on SPSS output

Items	Mean	Median	Std. Deviation	Min	Max
Cognitive Processing Factor					
Using brand (x) gets me to think about brand (x).	5,56	6,00	1,482	1	7
I think about brand (x) a lot when I'm using it.	5,35	6,00	1,524	1	7
Using brand (x) stimulates my interest to learn more about brand (x).	5,31	6,00	1,458	1	7
cronbach's alpha: 0,954					
Affection Factor					
I feel very positive when I use brand (x).	5,34	6,00	1,404	1	7
Using brand (x) makes me happy.	5,25	5,00	1,416	1	7
I feel good when I use brand (x).	5,41	6,00	1,329	1	7
I am proud to use brand (x).	5,57	6,00	1,349	1	7
cronbach's alpha: 0,969					

Activation Factor					
I spend a lot of time using brand (x), compared to other service providers.	5,50	6,00	1,688	1	7
Whenever I'm using (x) service providers, I usually use brand (x).	5,68	6,00	1,620	1	7
Brand (x) is one of the brands I usually use when I use (x) service providers.	5,76	6,00	1,577	1	7
cronbach's alpha: 0,965					

Regarding the dimension brand endorsement (table 7) it was possible to perceive that the item "I would recommend the brand I work for to someone who seeks my advice." was the one with the highest mean (6,42). Also, it was the maximum mean value achieved in the entire employee brand equity construct. Even more, it was interesting to discover that the item "I enjoy talking about the brand I work for to others." was the one with the lowest mean (6,11).

In the analysis of brand allegiance dimension (table 7), it was verified that the item "I plan to be with the brand I work for a while." had the highest mean value (5,64). Consistently, the item "I plan to be with the brand I work for 5 years from now." had the lowest (5,21).

For the brand consistent behaviour dimension (table 7), the highest ranked item in the scale was "I demonstrate behaviours that are consistent with the brand promise of the organization I work for." with the mean of 6,18. However, the lowest ranked item in the scale was "I consider the impact on my organisation's brand before communicating or taking action in any situation." with a mean of 5,93.

Table 7 - Descriptive statistics for Employee Brand Equity*Source: author's elaboration based on SPSS output*

Items	Mean	Median	Std. Deviation	Min	Max
Brand Endorsement					
I say positive things about brand (x) I work for to others.	6,37	7,00	0,868	1	7
I would recommend the brand I work for to someone who seeks my advice.	6,42	7,00	0,935	1	7
I enjoy talking about the brand I work for to others.	6,11	6,00	1,070	1	7
I talk positively about the brand I work for to others.	6,37	7,00	0,813	3	7
cronbach's alpha: 0,936					
Brand Allegiance					
I plan to be with the brand I work for a while.	5,64	6,00	1,359	1	7
I plan to be with the brand I work for 5 years from now.	5,21	6,00	1,642	1	7
I plan to stay with the brand I work for.	5,25	6,00	1,539	1	7
cronbach's alpha: 0,908					
Brand Consistent Behaviour					
I demonstrate behaviours that are consistent with the brand promise of the organization I work for.	6,18	6,00	1,005	1	7
I consider the impact on my organisation's brand before communicating or taking action in any situation.	5,92	6,00	1,087	3	7
I am always interested to learn about my organisation's brand and what it means to me in my role.	5,93	6,00	1,064	1	7
cronbach's alpha: 0,833					

5.3. Exploratory Factor Analysis

As mentioned in the previous chapter, this research attempts to replicate the scale developed by other authors: Kumar and Pansari (2016), Hollebeek (2014) and Xiong,

King, Piehler (2013). Therefore, an exploratory factor analysis (EFA) was performed in order to ensure that the scale variables replicated in this research maintain the same structure and consistency in relation to the dimensions mentioned by the authors. The EFA allows the understanding of the components that may exist in the sample collected, revealing which variables contribute to each of the components.

The EFA's method approached in the investigation was principal component analysis (PCA). Due to the fact that the main concern of this type of analysis is to understand the relations between variables and perceive which ones do contribute to each factor. Also, PCA is a less complex method to undertake this research.

5.3.1. Principal Component Analysis

The PCA was conducted for each dimension separately. In each analysis it was used the varimax rotation method. This allows an easier interpretation once it guarantees the maximization of loading's variation, decreasing the number of variables attributed to each component.

At first, we evaluated the anti-image matrix which revealed the variables that might have been hindering the analysis. In order to understand if the variable was adequate to the study, the author examined the values with the exponential "a" (measures of sampling adequacy) at the anti-image correlation section were the values were superiors to 0,5. It was found that all the dimensions have adequate variables (see appendix 2 – table 1 to 11).

In the current investigation the communalities matrix was contemplated, which explains the percentage of explained variability for each variable when grouped in factor. This value must be greater than 0,6. Three items ("I receive recognition for a job well done.": 0,579; "I feel secure about my job.": 0,545; "I believe management is concerned about me.": 0,579) and one item ("I view the success of the brand as my own success.": 0,558), respectively. Nevertheless these variables were considered important to the study, once they have been used and verified previously in more than one study by Kumar and Pansari (2014; 2016) (see appendix 2 – Table 12 to 22).

At the same time, there were also released two crucial tests to conduct the PCA: the KMO statistics and Bartlett's test of sphericity. The first one is used to confirm the

adequacy of the collected sample. The second test is used to examine the existence of correlation of the variables.

In all the dimensions the KMO result revealed the adequacy of the sample, since most of the originated values are close to 1, indicating a very good adequacy of the sample (Field, 2009). Just in the case of performance dimension, the produced value (0,500) was not so close, indicating a satisfactory adequacy of the sample. (see appendix 2 – table 23).

In parallel, the Bartlett's test specified that the variables were sufficiently correlated to PCA conduct ($p < 0,01$) (see appendix 2 – table 23).

The analysis continued with the interpretation of the principal factor extraction criteria, necessary to acknowledge how many components the PCA originated. The examination started with the Kaiser's criterion test, that divulgated how many factors were required to extract based on the eigenvalues superior to 1. In the current study, all the dimensions presented indicated that the number of factors to extract was 1 (see appendix 2 – table 24 to 33).

Subsequently, the author examined the percentage of explained variance obtained; this value of cumulative variance should be at least 60%. In the analysis only the satisfaction's variance value (58.059%) was not superior to the 60% but it was very close (see appendix 2 – table 24 to 33). This dimension continues to be considered, since in the other two analyses one factor was also proven. Given the nature of this project, this investigation can proceed with the retention of one component.

Finally, in order to confirm the number of components to extract, a scree plot criterion was considered. In all the graphics created, the existence of a single factor was confirmed by the existence of just one point of inflexion (see appendix 2 - graphics 1 to 11).

After knowing how many factors to extract from PCA, the following step of the study would be the rotated matrix analysis. However, on neither of the dimension the rotated matrix was calculated because the solution could not be rotated with only one component extracted.

5.3.2. *T-test and ANOVA*

In order to further examine if the average evaluation of the different constructs is likely to be dependent on the gender (see appendix 3), age (see appendix 4) or years employed (see appendix 5), the parametric tests of independent samples t-test and analysis of variance (ANOVA) were computed.

Nevertheless before performing ANOVA, additional assumptions needed to be checked. One assumption about those tests is that the data is normally distributed or the sample size is greater than 30. As the sample size of the study is $n = 198$, this criterion was fulfilled. Other assumption is that the dependent variable needs to be at least measured on an interval scale and the population variances have to be similar (Mooi and Sarstedt, 2011). As previously indicated the data is treated as an interval data and suitable for parametric tests (Jamieson, 2004; Norman, 2010).

Note that for these analysis, ages were pooled to make the sample as homogeneous as possible: 18-24y joined with the group of 25-34y achieving 68 responses; 35y-44 constitute only one group with 78 responses; and 45y to 54 are also attach to the 55 to 64y group, obtnaing the total of 52 responses.

- **Satisfaction**

Regarding the satisfaction concept, the gender has demonstrated no statistically significant difference because in the independent t-test the p-value was not $p < 0,05$.

In relation to age and years employed, ANOVA test showed that there were also no differences in satisfaction dimension ($p < 0,05$ was not verified).

- **Identification**

In the identification concept, the independent t-test to gender exhibited no statistically significant difference ($p < 0,05$ was not verified).

Concerning age, ANOVA test has demonstrated a significant relevance ($p < 0,05$). The homogeneity test was accepted and the ANOVA showed differences in this dimension. Through the Tukey post-hoc test, it was possible to see that the existing differences concern age groups of 18-34 ($M=5,459$) and 45-64 years ($M=5,954$)

($p < 0,05$).

About years employed, ANOVA test also has demonstrated significant relevance ($p < 0,05$). Although the homogeneity test of variances was not adequate, the robust test of equality of means (Welch) was accepted. ANOVA significance also shows satisfactory values to differences. The Tukey post-hoc test showed us that there are differences concerning years employed between 1-5 ($M=5,348$) and >5 years ($M=5,874$) ($p < 0,05$).

- **Commitment**

In commitment dimension, the independent t-test regarding gender had not demonstrated any significant difference variances between groups ($p < 0,05$ was not verified).

However, ANOVA test for age and years employed the dimension presented significant values with $p < 0,05$ ($p=0,001$; $p=0,000$, consecutively).

The Tukey post-hoc test for age presented us that there are differences between the group of 18-34 ($M=5,563$) and 35-44 years ($M=6,036$) ($p < 0,05$); and the group of 18-34 ($M=5,563$) and 45-64 years ($M=6,104$) ($p < 0,05$). Concerning years employed, the same test, showed differences concerning 1-5 years ($M=5,498$) and >5 years ($M=6,149$) ($p < 0,05$).

- **Loyalty**

Also in this dimension, the independent t-test regarding gender had not demonstrated any significant difference variances between group ($p < 0,05$ was not verified).

But age and years employed had presented significant values to ANOVA test. Both presented $p < 0,05$ ($p=0,000$; $p=0,001$, consecutively).

Through the Tukey post-hoc test, it was possible to see differences concerning the age groups of 18-34 ($M=4,899$) and 45-64 years ($M=5,878$) ($p < 0,05$), and also 35-44 ($M=5,196$) and 45-64 years ($M=5,878$) ($p < 0,05$). Regarding the years employed, the same test showed differences among <1 year and 1-5 years ($M=4,899$; $M=4,738$, consecutively), and 1-5 years and >5 years ($M=4,738$; $M=5,385$, consecutively) (all

them exhibited $p < 0,05$).

- **Performance**

Regarding performance concept no relation between gender, age or years employed was obtained (in any test the $p < 0,05$ was confirmed).

- **Cognitive processing factor**

In the cognitive processing factor concept, only the age in ANOVA test has shown to be significantly different, presenting a $p < 0,05$ (i.e. $p = 0,014$). Conducting the Tukey post-hoc test, the author verified that there are differences in age groups of 18-34 ($M = 5,078$) and 45-64 years ($M = 5,839$) ($p < 0,05$).

- **Affection factor**

Concerning affection factor, only age had also exhibited significant values with a $p < 0,05$ (i.e. $p = 0,002$). The Tukey post-hoc test demonstrated us that there are differences between 18-34 ($M = 6,345$) and 45-64 years ($M = 7,427$) groups ($p < 0,05$).

Although the ANOVA test for years employed presented a p-value inferior to 0,05, none of the tests (homogeneity test and robust test of Welch) demonstrated the homogeneity of the variances.

- **Activation factor**

Regarding the activation factor concept, the gender has demonstrated to be statistically significantly different once $p < 0,05$ in the independent t-test.

In relation to age and years employed, ANOVA test showed that there were no differences in satisfaction dimension ($p < 0,05$ was not verified).

- **Brand endorsement**

About brand endorsement it was discovered that even gender, age or years employed had not demonstrated any relation of significance ($p < 0,05$ was not verified).

- **Brand allegiance**

In the brand allegiance concept, the independent t-test to gender exhibited no statistically significant difference ($p < 0,05$ was not verified).

However, in ANOVA test, age and years employed had represented significant values with a $p < 0,05$ ($p = 0,000$; $p = 0,002$, consecutively).

In age, the Tukey post-hoc test showed that there are existing differences between the groups 18-34 ($M = 4,948$) and 45-64 years ($M = 6,058$), and the groups 35-44 ($M = 5,264$) and 45-64 years ($M = 6,058$) (all presented $p < 0,05$). Regarding years employed, the same test revealed also differences among the < 1 year ($M = 5,823$) and 1-5 years ($M = 4,842$), also 1-5 ($M = 4,842$) and > 5 year ($M = 5,483$) (all demonstrated $p < 0,05$).

- **Brand consistent behaviour**

Last of all, brand consistent behaviour dimension has not shown significant values for gender ($p < 0,05$ was not verified).

But, in ANOVA test, the age and years worked has demonstrated to be significantly different with a $p < 0,05$ ($p = 0,006$; $p = 0,033$, consecutively).

Regarding age it was possible, through the Tukey post-hoc test, to see differences between groups 18-34 ($M = 5,722$) and 35-44 years ($M = 6,137$), and also 18-34 ($M = 5,722$) and 45-64 ($M = 6,187$) (all presented $p < 0,05$). About years employed, the Tukey post-hoc test showed the existence of differences in 1-5 ($M = 5,778$) and > 5 years ($M = 6,610$) (all demonstrated $p < 0,05$).

5.4. Multiple Linear Regression Analysis

After the analysis of each variable, the author continued with a multiple linear regression analysis with stepwise method. This technique was chosen because of the sample size and the principal aim of analyse the relationship between a single dependent variable (criterion) and several independent variables (predictors) (Hair *et al.*, 2014).

In the following paragraphs, it will be presented the research hypotheses tests and the verification of the relationship between the dimensions. Taking in consideration that this research attempts to understand the relation between the dimensions of employee engagement and six different outcome variables, the regression analysis will be divided into six multiple linear regressions; one for predicting each one of the outcome variables and therefore reject or accept the formulated hypotheses.

5.4.1. Employee engagement relation to cognitive processing factor

The tables below (table 8, 9 and 10) present the results of the regression analysis conducted through the relation between employee engagement (satisfaction, identification, commitment, loyalty and performance) and cognitive processing factor of customer brand engagement.

The first table (see table 8) was used to set how well the regression model fits the data. In fact, a value of $R=0,639$ indicated a good level of prediction and a value of adjusted $R^2=0,403$ meant that our independent variables explain about 40% of the variability of our dependent variable cognitive processing factor.

Table 8 – Model Summary of employee engagement relation to cognitive processing factor

Source: author's elaboration based on SPSS output

Model Summary ^a			
Model	R	R ²	Adjusted R ²
2	,639 ^b	,409	,403

^a dependent variable: cognitive processing factor

^b predictors: identification, loyalty

Thereafter, the ANOVA table (see table 9) demonstrated that the independent variables statistically significantly predict the dependent variable, $F(2, 195) = 67,387$, $p < 0,01$. That means the regression model is a good fit of the data.

Table 9 - ANOVA of employee engagement relation to cognitive processing factor

Source: author's elaboration based on SPSS output

ANOVA ^a				
Model		df	F	Sig.
2	Regression	2	67,387	,000 ^b
	Residual	195		
	Total	197		

^a dependent variable: cognitive processing factor

^b predictors: identification, loyalty

At last, the coefficients table (see table 10) was used to perceive if exists statistical significance of the independent variables. In this case, it was showed that just the independent variable identification ($B = 0,469$; $p < 0,01$) and loyalty ($B = 0,223$; $p < 0,01$) added statistically significantly to the prediction.

Table 10 - Coefficients of employee engagement relation to cognitive processing factor

Source: author's elaboration based on SPSS output

Coefficients ^a				
Model		Standardized Beta	t	Sig.
2	Identification	,469	6,349	,000
	Loyalty	,223	3,026	,003

^a dependent variable: cognitive processing factor

5.4.2. Employee engagement relation to affection factor

The next tables (table 10, 11 and 12) show the results of the regression analysis conducted of the relation between employee engagement (satisfaction, identification, commitment, loyalty and performance) and affection factor of customer brand engagement.

The table 11 demonstrated a value of $R=0,710$, which indicated a good level of prediction. The adjusted $R^2=0,497$ showed that the independent variables explain about 50% of the variability of our dependent variable.

Table 11 - Model Summary of employee engagement relation to affection factor

Source: author's elaboration based on SPSS output

Model Summary ^a			
Model	R	R ²	Adjusted R ²
3	,710 ^b	,504	,497

^a dependent variable: affection factor

^b predictors: identification, commitment, loyalty

The ANOVA table (see table 12) demonstrated that the independent variables statistically significantly predict the dependent variable, $F(3, 194)=65,762$ $p<0,01$. In sum, that means the regression model is a good fit of the data.

Table 12 - ANOVA of employee engagement relation to affection factor

Source: author's elaboration based on SPSS output

ANOVA ^a				
Model		df	F	Sig.
3	Regression	3	65,762	,000 ^b
	Residual	194		
	Total	197		

^a dependent variable: affection factor

^b predictors: identification, commitment, loyalty

At last, the coefficients table (see table 13) was conducted to see if it exists a statistical significance of the independent variables. In this case, it was shown that the independent variable identification ($B=0,366$; $p<0,01$), commitment ($B=0,242$; $p<0,05$) and loyalty ($B=178$; $p<0,05$) added statistically significantly to the prediction.

Table 13 - Coefficients of employee engagement relation to affection factor*Source: author's elaboration based on SPSS output*

Coefficients^a				
Model		Standardized Beta	t	Sig.
	Identification	,366	4,067	,000
3	Commitment	,242	2,864	,005
	Loyalty	,178	2,588	,010

^a dependent variable: affection factor**5.4.3. Employee engagement relation to activation factor**

In the following tables (table 14, 15 and 16), there are presented the results of the regression analysis conducted of the relation between employee engagement (satisfaction, identification, commitment, loyalty and performance) and activation factor of customer brand engagement.

At the table 14, it was possible to withdraw a value of $R=0,499$, which indicated a satisfactory level of prediction. However, the adjusted $R^2=0,245$ showed that the independent variables explain only about 25% of the variability of our dependent variable.

Table 14 - Model Summary of employee engagement relation to activation factor*Source: author's elaboration based on SPSS output*

Model Summary^a			
Model	R	R²	Adjusted R²
1	,499 ^b	,249	,245

^a dependent variable: activation factor^b predictors: identification

Next, the ANOVA table (see table 15) verified that the independent variables statistically significantly predict the dependent variable, $F(1, 196)=65,762$ $p<0,01$. All in all, that means the regression model is a good fit of the data.

Table 15 - ANOVA of employee engagement relation to activation factor*Source: author's elaboration based on SPSS output*

ANOVA ^a				
Model		df	F	Sig.
1	Regression	1	64,899	,000 ^b
	Residual	196		
	Total	197		

^a dependent variable: activation factor^b predictors: identification

To finish, the coefficients table (see table 16) was used to observe the existence of statistical significance of the independent variables. In this case, it was indicated that just the independent variable identification ($B=0,499$; $p<0,01$) added statistically significantly to the prediction.

Table 16 - Coefficients of employee engagement relation to activation factor*Source: author's elaboration based on SPSS output*

Coefficients ^a				
Model		Standardized Beta	t	Sig.
1	Identification	,499	8,056	,000

^a dependent variable: activation factor

5.4.4. Employee engagement relation to brand endorsement

The tables below (table 17, 18 and 19) present the results of the regression analysis conducted to the relation between employee engagement (satisfaction, identification, commitment, loyalty and performance) and brand endorsement of employee brand equity.

Through table 17, it was possible to extract the R value ($R=0,759$), which proved to have a good level of prediction. Also, the adjusted $R^2=0,571$ showed that the independent variables explain 57% of the variability of our dependent variable.

Table 17 - Model Summary of employee engagement relation to brand endorsement*Source: author's elaboration based on SPSS output*

Model Summary^a			
Model	R	R²	Adjusted R²
2	,759 ^b	,576	,571

^a dependent variable: brand endorsement^b predictors: identification, commitment

Thereafter, the ANOVA table (see table 18) demonstrated that the independent variables statistically significantly predict the dependent variable, $F(2, 195) = 132,325$, $p < 0,01$. That means the regression model is a good fit of the data.

Table 18 - ANOVA of employee engagement relation to brand endorsement*Source: author's elaboration based on SPSS output*

ANOVA ^a				
Model		df	F	Sig.
2	Regression	2	132,325	,000 ^b
	Residual	195		
	Total	197		

^a dependent variable: brand endorsement^b predictors: identification, commitment

The coefficients table (see table 19) was used to perceive if it exists any statistical significance of the independent variables. In this case, it was shown that the independent variables identification ($B = 0,577$; $p < 0,01$) and commitment ($B = 0,215$; $p < 0,05$) added statistically significantly to the prediction.

Table 19 - Coefficients of employee engagement relation to brand endorsement*Source: author's elaboration based on SPSS output*

Coefficients ^a				
Model		Standardized Beta	t	Sig.
2	Identification	,577	7,505	,000
	Commitment	,215	2,801	,006

^a dependent variable: brand endorsement

5.4.5. Employee engagement relation to brand allegiance

The tables below (table 20, 21 and 22) present the results of the regression analysis conducted to the relation between employee engagement (satisfaction, identification, commitment, loyalty and performance) and brand allegiance of employee brand equity.

The Model Summary table (table 20) demonstrated the value of $R=0,813$, which indicated a very good level of prediction; and the value of adjusted $R^2=0,660$, which means that the independent variables explain 66% of the variability of our dependent variable.

Table 20 - Model Summary of employee engagement relation to brand allegiance

Source: author's elaboration based on SPSS output

Model Summary ^a			
Model	R	R ²	Adjusted R ²
1	,813 ^b	,661	,660

^a dependent variable: brand allegiance

^b predictors: loyalty

Then, the ANOVA table (see table 21) revealed that the independent variables statistically significantly predict the dependent variable, $F(1, 196)=382,697$; $p<0,01$. That means the regression model is a good fit of the data.

Table 21 - ANOVA of employee engagement relation to brand allegiance

Source: author's elaboration based on SPSS output

ANOVA ^a				
Model		df	F	Sig.
1	Regression	1	382,697	,000 ^b
	Residual	196		
	Total	197		

^a dependent variable: brand allegiance

^b predictors: loyalty

Lastly, the coefficients table (see table 22) was used to perceive if it exists a statistical significance of the independent variables. In this case, it was shown that only the independent variable loyalty ($B=0,813$; $p<0,01$) added statistically significantly to the prediction.

Table 22 - Coefficients of employee engagement relation to brand allegiance
Source: author's elaboration based on SPSS output

		Coefficients ^a		
Model		Standardized Beta	t	Sig.
1	Loyalty	,813	19,563	,000

^a dependent variable: brand allegiance

5.4.6. Employee engagement relation to brand consistent behaviour

In the following tables (table 23, 24 and 25), it is presented the results of the regression analysis conducted of the relation between employee engagement (satisfaction, identification, commitment, loyalty and performance) and brand consistent behaviour of employee brand equity.

At the table 23, it was possible to withdraw a value of $R=0,698$, which indicated a satisfactory level of prediction. However, the adjusted $R^2=0,482$ showed that the independent variables explain about 48% of the variability of our dependent variable.

Table 23 - Model Summary of employee engagement relation to brand consistent behaviour
Source: author's elaboration based on SPSS output

Model Summary ^a			
Model	R	R ²	Adjusted R ²
2	,698 ^b	,488	,482

^a dependent variable: brand consistent behaviour

^b predictors: commitment, identification

Next, the ANOVA table (see table 24) verified that the independent variables statistically significantly predict the dependent variable, $F(2, 195)=92,815$; $p<0,01$. All in all, that means the regression model is a good fit of the data.

Table 24 - ANOVA of employee engagement relation to brand consistent behaviour
Source: author's elaboration based on SPSS output

ANOVA ^a				
Model		df	F	Sig.
1	Regression	2	92,815	,000 ^b
	Residual	195		
	Total	197		

^a dependent variable: brand consistent behaviour

^b predictors: commitment, identification

To finish, the coefficients table (see table 25) was used to observe the existence of statistical significance of the independent variables. In this case, it was indicated that just the independent variable of commitment and (B=0,401; p<0,01) identification (B=0,336; p<0,01) added statistically significantly to the prediction.

Table 25 - Coefficients of employee engagement relation to activation factor
Source: author's elaboration based on SPSS output

Coefficients ^a				
Model		Standardized Beta	t	Sig.
2	Commitment	,401	4,753	,000
	Identification	,336	3,976	,000

^a dependent variable: brand consistent behaviour

6. Discussion and Conclusion

The chapter sixth presents an overview and the contributions of this study to the research field, discussing the theoretical and managerial implications. To finish, this section reveals the limitations of the work and some suggestions for future studies.

6.1. Discussion of the findings

From the research and subsequent data collection, it was possible to examine the responses of a total of 198 employees from four different companies. The results of this data collection and posterior analysis yielded unexpected findings that will be summarized and discussed in more detail in the paragraphs bellow.

First of all, the results indicated that any hypotheses proposed of the path model were completely verified. However it was accomplished that exists relations between the constructs.

Concerning the **first hypothesis**, the positive relation between EE and BCE cognitive processing factor it is only supported by the identification and loyalty dimensions. For the other three dimensions - satisfaction, commitment and performance - it was not establish any relation. So as such, the first hypothesis was not totally verified.

However, in the study conducted by Kumar and Pansari (2016) there are no findings that prove that, for the employees to be engaged they have to present all the antecedents. Only arise that these backgrounds are interconnected and related to each other. So, even if all the dimensions of EE are not fulfilled, it is possible for the employees to be engaged. Thus, the relations between the constructs could be acceptable.

Furthermore, there are evidences in the literature, which prove that employees who are engaged become cognitively involved with their job (Kahn, 1990; Saks, 2006). Specifically, the author discovered works with relations between the EE antecedents' identification and loyalty, and cognitive factor.

According to what was found in the literature review, employee identification is described as the feeling of belonging to a brand, proceeded through an intertwined with brand success and failure (Kumar and Pansari, 2016). In fact, if individuals identify themselves with the brand, they will want to buy or experience their services. So, identified personal who are also engaged employees are more open to create relations with the brand and consequently process and elaborate interactions (cognitive processing).

Also, by the research presented before, we can conclude that a loyal employee is in fact related to a cognitive processing. Once a loyal employee feels a strong connection to the brand in a way that he even wants to continue to be members of an organization (Turkyilmaz *et al.*, 2011), the author can point out that it is possible for loyal employees to claim to be customers of a brand. Even if it is only to perceive improvements or modifications in products or services, since they feel the obligation to understand what the customer wants and therefore deliver it (Michlitsch, 2000).

In conclusion, employees who identify their selves with a brand and/or are loyal to their work are engaged employees that can also act as a customer engaged with the brand.

Regarding the **second hypothesis**, the positive relation between EE and BCE affection factor is supported by the identification, commitment and loyalty dimensions. For the other two dimensions – satisfaction and performance - it was not establish any relation. Therefore, like the first, this hypothesis was not absolutely verified. However, according to the literature review sustentation above and the findings on the relation between employee engagement and affection factor, we can state that even if all the dimensions of EE where not accomplished, it is possible for the employees to be engaged. Hence, the relations between the constructs are valid.

According to Kahn (1990), Wagner and Harter (2006), employees who are engaged show a deep emotional connection towards their workplace, which can lead them to the desire of being also connected outside of the workplace. In fact, regarding the investigation, identified, committed and loyal employees indicate low desire to leave the company (Kumar *et al.*, 2016; Turkyilmaz *et al.*, 2011). In this way, the author reached to the conclusion that these employees have a positive and strong affective

relationship with a brand where they work once they are committed to stay. Between this and that, the possibility of employees transforming into external customers exists. They have strong feelings enough to engage and conduct CBE behaviours.

About the **third hypothesis**, the positive relation between EE and BCE activation factor it is only supported by the identification dimension. For the other dimensions – satisfaction, commitment, loyalty and performance - it was not establish any relation. By that, as the others hypothesis, this one was also not totally verified. However, according to the literature review sustentation above and the findings on the relation between employee engagement and activation factor, we can argue that even if all the dimensions of EE where not achieved, it is possible for the employees to be engaged. Consequently, the relations between the constructs are acceptable.

According Kahn (1990) and Saks (2006), employees express themselves physically during role performances. They are able to spend energy, time and effort at work, behaviours that demonstrated that they are engaged (Macey and Schneider, 2008; Moura *et al.*, 2014). Specifically, the employees who are identified with the brand are so because they are interconnected and consequently worried about the future of the brand (Punjaisri *et al.*, 2009), and for that they will be more available to conduct active behaviours.

Regarding the analysis of the results, the identification dimension has an impact on the first three constructs related to CBE. Also, this dimension has the biggest influence on them when compared to the other dimensions (identification B-value in the multiple linear regression analysis is always the highest). Thus, the author affirms that employee identification is the most powerful tool to enhance a positive relationship of employees as consumers engaged with the brand.

Overall, the author concludes that some dimensions of EE exert a positive effect on CBE. In fact, we attained evidence supporting that EE consists of cognitive, emotional, and behavioural components that are associated with individual role performance (Saks, 2006; Vivek *et al.*, 2012; Hollebeek, 2012; Hollebeek *et al.*, 2014). So if employees have these components in their relationship with the brand, it also makes it possible for them to have them as consumers once they also constitute CBE. According to the conclusions of Hollebeek *et al.* (2014), CBE influences the

self-brand connection and brand usage intent. Then, since the author has shown a parallel between perceiving how employees behave as consumers, we can point out that in the case of this relationship employee's self-brand connection and employee's brand usage intent are also consequences.

Further more, in Hollebeek's *et al.* (2015) study, the affection factor, from the three CBE constructs was considerate the one with most prominently influences to the brand usage intent and self-brand connection. In the present study, also affection factor was also the CBE construct with more positive associations to EE dimensions.

Regarding the **fourth hypothesis**, the positive relation between EE and brand endorsement it is supported by the identification and commitment dimension. For the other dimensions – satisfaction, loyalty and performance - it was not establish any relation. So, the fourth hypothesis was also not entirely verified. However, according to the literature review sustentation above and the findings on the relation between employee engagement and brand endorsement, we can say that even if all the dimensions of EE presented in the model where not fulfilled, it is possible to engage employees. Thus the relations between the constructs are valid.

In fact, according to a study made by Aon Hewitt company (2017), employees who are engage trend to speak positively about the organization with co-workers, potential employees and customers. Even more, pursuant by King and Grace (2009), is specially the employees that demonstrate themselves identified with a brand that has that desire to go beyond their work effort and motivation to communicate externally positive feedbacks about the brand, conducting in this way brand endorsement.

From the perspective of branding, brand identification of employees leads to increase their feelings of distinctiveness and oneness due to being a part of the brand (Bergstrom *et al.* 2002). Taking into account the conducted literature research, employees' brand commitment also stimulates the willing to exert additional efforts to achieve the goals of the brand (Kimpakorn and Tocquer, 2009). Actually, Erkmen (2018) has achieved the same conclusion: external communication and employee brand commitment have a positive relationship.

Concerning the **fifth hypothesis**, the loyalty dimension supports the positive relation between EE and brand allegiance. For the other dimensions – satisfaction,

identification, commitment and performance - it was not establish any relation. So, this hypothesis was also not totally verified. However, according to the literature review sustentation above and the findings on the relation between employee engagement and brand allegiance, we can state that even if all the dimensions of EE where not achieved, it is possible to engaged employees. Thus the relations between the constructs are acceptable.

Indeed, there are findings relating positive connections between employees' engagement and brand allegiance. According to Ram and Prabhakar (2011), the level of engagement determines the willingness of employees towards staying in the organization, and in maintaining a relationship with the brand.

This may be due to the fact that a loyal employee reflects a positive desire to maintain a working relationship with the brand in the future (Grace and King, 2012). Also a loyal employee acts as advocate as a customer of the organization's product, service and image (Preko and Adjetey, 2013). By expressing their purpose to remain with the brand, employees are aware that they need to work up to the brand standards (Punjaisri and Wilson, 2007). According to Papasolomou and Vrontis (2006) if employees become more loyal demonstrating the brand values, the employer brand equity increases.

About the **sixth hypothesis**, the positive relation between EE and brand consistent behaviour is supported, such as the brand endorsement, by the identification and commitment dimension. For the other dimensions – satisfaction, loyalty and performance - it was not establish any relation. So, this hypothesis was also not completely verified. However, according to the literature review sustentation above and the findings on the relation between employee engagement and brand consistent behaviour, we can state that even if all the dimensions of EE where not achieved, it is possible to engaged employees. Thus, the relations between the constructs are appropriate.

In the research, it was found that engaged employees conduct behaviours that go above their job role (Macey and Schneider, 2008; Ariani, 2013), performing voluntary extra actions that are consistent with the brand (Saks and Gruman, 2014).

To be more specific, employees who identify themselves with a brand and they are consequently engaged with it, feel the necessity to perform voluntary extra role behaviours in ways that support the brand identity (brand consistent behaviour) (Punjaisri and Wilson, 2007; Kimpakorn and Tocquer, 2009; King and Grace, 2014).

Once again, brand identification has an important role to play in employee brand equity. Indeed, as affirmed by King and Grace (2009) employee based brand equity is about identification-based relationship of employees with the brand. However, commitment becomes more relevant in this construct. Studies already linked employee commitment and identification with the brand specifically to brand equity (Gelb and Rangarajan, 2014). Also loyalty appears, playing a significant function on employee based brand equity by keeping employees at work.

Notwithstanding, this research could not establish a significant link between satisfaction and performance dimension to others constructs. This is somehow surprising given the contrary results in the literature (Lings *et al.* 2008; Burmann *et al.* 2009; Punjaisri and Wilson 2011; Yang *et al.* 2015). One possible reason for this finding is that satisfaction and performance are consequences and not antecedents of employee engagement (Kahn, 1992; ArunKumar and Renugadevi, 2013; King and Grace, 2009; Grace and King, 2012; Moura *et al.*, 2014).

As a matter of fact, Gujral (2013) demonstrated in his study that employee satisfaction is an outcome of EE, justifying that employees who are engaged consider their amount of work fair, value the feedback of their supervisors and plan to stay and work with commitment in their respective organizations. Also, Wellins and Concelman (2004) that employee engagement has an imaginary force that leads into higher levels of performance, demonstrating this dimension as consequence.

On the other hand, it has been consistently reported in the literature a positive and dependent relationship between job satisfaction to commitment and loyalty (Chen, 2001; Robinson *et al.*, 2004; Kashive and Khanna, 2017).

6.2. Theoretical implications

From a theoretical point of view, this study offers a comprehensive attempt to identify what are the main drives and what are the consequences of employee engagement regarding their behaviours. This follows the proposals of some researchers within the evolving marketing literature, to study a better understanding of the construct through the application of quantitative methods (e.g. Van Doorn *et al.*, 2010; Hollebeek, 2011a and 2011b; Brodie *et al.*, 2011 and 2013; Hollebeek, Glynn, and Brodie, 2014, Jaakkola and Alexander, 2014).

One purpose of this study was to explore the employee engagement construct, its conceptualizations, drivers and outcomes, in order to demonstrate their value for individuals and firms. However, the main goal was to understand what are the core perspectives and conceptualizations of engagement, in order to highlight if employee engagement leads to build and develop a strong brand. It was also intended to study if employees can act as consumers resulting on it being an outcome and if employee brand advocacy (e.g. positive word-of-mouth) is an effect.

Along the research, it was possible to answer the questions raised by the author.

In conclusion of thy studies, we can argue that the engagement goes beyond the daily relationship between employee and brand. As we have seen in the analysis, employees who are identified, committed and/or loyal are consequently engaged to develop consumer behaviours and conduct brand equity, which leads them to be brand advocates.

The author also concluded that is possible to demonstrate that an engaged employee can likely buy products or enjoy services of the brand where he works. Identified, committed and loyal employees have demonstrated to be positively related with consumer brand engagement, in a cognitive, affective and activation way.

As a matter of fact, there are benefits when employees become brand consumers. In addition to employees increasing profit by shopping or enjoying company services, they are also in touch with the brand, generating in this way insightful feedbacks of the brand, product or service evolution. Furthermore, when employees use or enjoy

the brands products or services they are more likely to be an example to others. Thereby, they promote voluntarily the brand.

It was also possible to conclude that employee engagement conducts brand equity, through brand endorsement, brand allegiance and brand consistent behaviour.

Overall, in order to construct a strong brand, companies should enhance the perceptions of current and prospective employees and foment the employees' positive attitudes about their affiliation with the company. When organizations have strong brand equity, their employees will act as brand ambassadors and recommend it to other people, look forward to work for it, and tend to be more loyal. Thus, organizations will be less likely to lose their employees to rivals. For example, the word of mouth, as a recruitment source, is an relevant determinant of organizational attractiveness (e.g., Van Hoya, 2012) and has a beneficial impact on post hire outcomes such as job satisfaction, performance and likeliness to quit (Breaugh and Starke, 2000; Zottoli and Wanous, 2000).

In conclusion, both concepts are important because at the end they demonstrated that employees who are engaged can generate brand awareness and attractiveness, being the ambassador of the brand at all times.

Additionally, the author concluded that there should be conducted more researches and practical applications about those topics in order to reach more sustainable and deep conclusions.

6.3. Managerial implications

The research developed in this paper also provides some managerial implications that can be useful for marketing practitioners and managers. As said before, companies' interest on engaging employees and consequently engendering brand advocacy behaviours is increasing. So it is important to promote engagement through branding and employee training and orientation but in a careful way to not create pressure on employees.

In conclusion, managers should focus their efforts on creating and maintaining employees identified, committed and loyal with the brand in order to conduct employee brand equity behaviours and consequently generate employees' brand ambassadors.

Primarily, the author suggests promoting employee identification within the organization. For that, the organizations should provide mentorships, idea development programs in addition to reinforcing the organizational culture and values. For example, the company can donate money to a cause chosen by employees or devote a day to a cause, such as cleaning plastic at beaches. Another idea could be promoting social activities. For example, dividing employees by teams and asking each group to organize an activity per month. At the end of the year, the team voted with the best activity will win a reward.

In the second place, the author proposes enhancing employee commitment levels. Organizations need to review constantly their work environment and performance incentives/benefits/ rewards structure in order to employees feel that the company is valuing them. Additionally, the organizations can undertake initiatives to transmit effectively its goal, mission, and vision to employees. For example, the company can organize events, like a thematic weekend, with the company branding and with the promotion of some special values that they want to foster (for instance, evolution); other idea could be organizing a brief presentation or a particular launch event for employees when the company launches a new product or service into the market. In this way is possible for employees to begin to feel a sense of commitment.

Moreover, the author recommends ensuring employee loyalty. Companies should implement employee development programs that empower employees to update their knowledge and skills and present them with avenues for their individual growth. Also companies can extend their relationship with the employee beyond the work environment with initiatives and extracurricular activities that embrace inclusion and participation of employees' families.

Also, it is relevant that marketers and managers seek new insights concerning employee behaviour in this new digital marketing era. There are social media platforms that help to create brand awareness and allow easy communication with

audiences once employees can share with friends or followers brand related news (i.e. LinkedIn) or work daily photos (i.e. Instagram). If employees share company content on these platforms they are voluntarily promoting positive brand content and work place. However, on the opposite side of the coin this can be a risk for companies because employees do not always transmit the right or appropriated idea to the brand and companies cannot control what employees' share. Indeed, delivering the brand promise is only realized when employees are knowledgeable and capable of demonstrating those brand values in their thoughts and actions. Thus, organizations should focus on fostering employees' brand consistent attitudes and behaviour, thereby enabling and motivating employees to deliver a service experience that is aligned with the brand promise.

With the companies' intention to use their employee to shore up their brands and take their message to a wider group of potential customers it is relevant to develop employees advocacy programs. These programs have started to be used more recently by companies. Despite being a very fresh tool, companies have already demonstrated results of its implementation. In a study conducted by the Society for New Communications Research (McClure and Parkinson, 2016), it was demonstrated a number of statistics that proved the high potential for employee advocacy to contribute to company growth. Including:

- *“Employee advocacy programs involving 1,000 active participants can generate \$1,900,000 in advertising value;*
- *Brand messages are eight times more likely to be shared on social media when first distributed by employees than when distributed by the brand;*
- *There is only an 8 percent overlap between the company's followers and those of its employees;*
- *41 percent of people believe conversations with company employees to be the most credible specialist sources of information” (McClure and Parkinson, 2016: 1).”*

6.4. Limitations and future research

Once this is a quantitative study based on questionnaires, the author can point out several limitations that should conduct us to a prudence and attentive interpretation of the results. However the limitations that the author refers to can easily become interesting future research topics.

The first limitation of this study was the lack of sufficient theoretical information, which included and connected all the variables of the research model. Although the topic is relevant and discussed nowadays, it was difficult for the author to find scientific papers and journals within the research topic. Nevertheless, after an extensive search, with this approach to the study it was possible to find relevant articles and interesting connections that were used. Other limitation regarding the studies that have been conducted was only applied on service companies. So, we felt the need to adjust questions and scales once the studied companies were service and product based.

Another point is that the sample was not significantly large since it was a voluntary questionnaire. Also, the collection of the data was restricted to a short time interval. Although the participants of the present study represent a sample of employees, in the future a possible study should focus on larger and homogeneous samples from employees' of the same company, different departments (front office and back office) and also from different companies in order to reach more general conclusions.

Besides, the study conducted was limited to Portuguese national companies, and for that the results only refer to socio-demographic issues such as gender, age and years of employment due to the concern of keeping the results anonymous. Duo to this fact, other limitation arises from this study, as it did not examine the differences between groups related to geographic or psychographic features, such as educational background, nationality and personality. In the future, studies could address those points.

However, this particular research has shown that this topic requires more attention, opening new doors for interested researchers in the future.

There are other strands to study as negative engagement. Employees, who develop negative emotional states towards a brand, can consequently conduct negative word-of-mouth that damage the reputation of the company. Researchers should address this topic not only to gain new insights about the unengaged employees but also to contribute with tools and frameworks that managers can use.

Furthermore, for future researches it would be attractive to add different mediators in the model developed by the author. Through this research, there were verified differences between sectors, however we found that the strategy of approach was limited since only one company for sector was studied, not giving to conduct a deeper analysis. Also, it may be interesting to study the topic taking into account the size of the company. Nowadays, millennials are entering the workplace and are filling it with new trends. Small companies as Start-ups tend to be appealing by the corporate culture so it could be interesting to develop a comparison regarding this matter.

To conclude the last proposal for future research would be to analyse employees through social media networks (such as LinkedIn, Instagram and Facebook) in order to verify and analyse the electronic word-of-Mouth conducted by them. In this analysis, we could see if the employee's willingness to share positively the content about the company actually exists. An advantage is that in this kind of analysis the risk of having dishonest results does not exist.

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8. Appendices

APPENDIX 1: Dimensions and Items

Construct	Dimension	Original Item	Modified/Translated Item
EMPLOYEE ENGAGEMENT	Satisfaction	I receive recognition for a job well done.	Sou reconhecido por um trabalho bem feito.
		I feel close to the people at work.	Sou próximo das pessoas com quem trabalho.
		I feel good about working at this company.	Sinto-me bem por trabalhar na empresa (x).
		I feel secure about my job.	Sinto confiança no trabalho que realizo.
		I believe management is concerned about me.	Acredito que a administração está preocupada comigo.
	Identification	I am proud to tell others that I am part of the organization.	Sinto orgulho em dizer a outras pessoas que trabalho na empresa (x).
		I feel a sense of ownership toward this organization.	Sinto que pertenço à empresa (x).
		My sense of pride toward the organizational brand is reinforced by its brand-related message.	O meu sentimento de orgulho em relação à empresa (x) é reforçado pela mensagem das marcas da empresa.
		I view the success of the brand as my own success.	Vejo o sucesso de (x) como o meu próprio sucesso.
		The organization is like a family to me.	A empresa (x) é como uma família para mim.
		When I talk about this organization, I usually say “we” rather than “they.”	Quando falo sobre a empresa (x), geralmente, digo "nós" em vez de "eles".
		When someone praises this brand, it feels like a personal compliment.	Quando alguém elogia (x), sinto como se fosse um elogio pessoal.
	Commitment	My commitment to deliver the brand increases along with my knowledge of the brand.	O meu compromisso com (x) aumenta com o meu conhecimento das marcas da empresa.
		I am very committed to delivering the brand promise to our customers.	Estou muito empenhado em entregar a proposta de valor do (x) aos nossos clientes.
		This organization has a great deal of personal meaning for me.	A empresa (x) tem significado pessoal para mim.
	Loyalty	I will be happy to spend the rest of my career in this organization.	Ficarei feliz em passar o resto da minha carreira na empresa (x).
		I do not have an intention to change to another organization at this moment.	Não tenho intenção de mudar para outra organização neste momento.
		My intention to stay is driven by the fact that I am competent in delivering the brand promise.	A minha intenção de permanecer é motivada pelo facto de me sentir competente para cumprir a proposta de valor do (x)
	Performance	My performance in the last appraisal exceeded expectations.	O meu desempenho na última avaliação superou as expectativas.

		The amount of opportunity for my performance improvement at my organization is high.	Sinto que as oportunidades que tenho para melhorar o meu desempenho na organização (x) são altas.
CUSTOMER BRAND ENGAGEMENT	Cognitive Processing Factor	Using brand (x) gets me to think about brand (x).	Usufruir dos produtos/serviços do (x) leva-me a pensar (x).
		I think about brand (x) a lot when I'm using it.	Penso muito em (x) quando usufruo dos seus serviços/produtos
		Using brand (x) stimulates my interest to learn more about brand (x).	Usufruir dos produtos/serviços do (x) estimula o meu interesse pelo (x).
	Affection Factor	I feel very positive when I use brand (x).	Sinto-me muito positivo quando usufruo dos serviços/produtos do (x).
		Using brand (x) makes me happy.	Usufruir dos serviços/produtos do (x) faz-me feliz.
		I feel good when I use brand (x).	Sinto-me bem quando usufruo dos serviços/produtos do (x).
		I am proud to use brand (x).	Sinto-me orgulhoso por usufruir dos serviços/produtos do (x).
	Activation Factor	I spend a lot of time using brand (x), compared to other service providers.	Usufruo dos serviços/produtos do (x) com frequência comparando com outros concorrentes.
		Whenever I'm using (x) service providers, I usually use brand (x).	Sempre que penso em ir a um ..., geralmente, vou ao (x).
		Brand (x) is one of the brands I usually use when I use (x) service providers.	O(x) é o ... que geralmente escolho.
EMPLOYEE BRAND EQUITY	Brand Endorsement	I say positive things about brand (x) I work for to others.	Digo coisas positivas sobre o (x) às outras pessoas.
		I would recommend the brand I work for to someone who seeks my advice.	Recomendaria o (x) a alguém que procura os meus conselhos.
		I enjoy talking about the brand I work for to others.	Gosto de falar sobre o (x) a outras pessoas.
		I talk positively about the brand I work for to others.	Falo positivamente sobre o (x) a outras pessoas.
	Brand Allegiance	I plan to be with the brand I work for a while.	Pretendo ficar no (x) por algum tempo.
		I plan to be with the brand I work for 5 years from now.	Pretendo ficar no (x) por mais 5 anos.
		I plan to stay with the brand I work for.	Pretendo ficar no (x).
	Brand Consistent Behaviour	I demonstrate behaviours that are consistent with the brand promise of the organization I work for.	Demonstro comportamentos que são consistentes com os valores do (x).
		I consider the impact on my organisation's brand before communicating or taking action in any situation.	Antes de comunicar ou agir em qualquer situação, pondero se essa ação terá impacto no (x).
		I am always interested to learn about my organisation's brand and what it means to me in my role.	Estou sempre interessado em saber mais sobre o (x) e em que medida isso tem impacto no meu papel de colaborador.

APPENDIX 2: Principal Component Analysis

All the tables and graphs presented below were elaborated based on SPSS output.

Table 1 – Anti – Image Matrices for satisfaction dimension

Anti – Image Matrices						
		I receive recognition for a job well done.	I feel close to the people at work.	I feel good about working at this company.	I feel secure about my job.	I believe management is concerned about me.
Anti-image Correlation	I receive recognition for a job well done.	,828 ^a	-,262	-,188	,003	-,290
	I feel close to the people at work.	-,265	,813 ^a	-,215	-,319	-,037
	I feel good about working at this company.	-,188	-,215	,800 ^a	-,227	-,389
	I feel secure about my job.	,003	-,319	-,227	,818 ^a	0,030
	I believe management is concerned about me.	-,290	-,037	-,389	-,030	0,796 ^a

a. Measures of Sampling Adequacy (MSA)

Table 2 – Anti – Image Matrices for identification dimension

Anti – Image Matrices								
		I am proud to tell others that I am part of the organization.	I feel a sense of ownership toward this organization.	My sense of pride toward the organizational brand is reinforced by its brand-related message.	I view the success of the brand as my own success.	The organization is like a family to me.	When I talk about this organization, I usually say “we” rather than “they.”	When someone praises this brand, it feels like a personal compliment.
Anti-image Correlation	I am proud to tell others that I am part of the organization.	,800 ^a	-,361	-,477	,262	,017	-,130	-,150
	I feel a sense of ownership toward this organization.	-,361	,893 ^a	-,051	-,238	-,228	-,140	-,044

My sense of pride toward the organizational brand is reinforced by its brand-related message.	-,477	-,051	,821 ^a	-,426	-,093	-,031	,080
I view the success of the brand as my own success.	,262	-,238	-,426	,824 ^a	-,061	-,098	-,199
The organization is like a family to me.	,017	-,228	-,093	-,061	,907 ^a	-,107	-,338
When I talk about this organization, I usually say “we” rather than “they.”	-,130	-,140	-,031	-,098	-,107	,922 ^a	-,317
When someone praises this brand, it feels like a personal compliment.	-,150	-,044	,080	-,199	-,338	-,317	,873 ^a

a. Measures of Sampling Adequacy (MSA)

Table 3 – Anti – Image Matrices for commitment dimension

Anti – Image Matrices				
		My commitment to deliver the brand increases along with my knowledge of the brand.	I am very committed to delivering the brand promise to our customers.	This organization has a great deal of personal meaning for me.
Anti-image Correlation	My commitment to deliver the brand increases along with my knowledge of the brand.	,720 ^a	-,408	-,286
	I am very committed to delivering the brand promise to our customers.	-,408	,683 ^a	-,397
	This organization has a great deal of personal meaning for me.	-,286	-,397	,725 ^a

a. Measures of Sampling Adequacy (MSA)

Table 4 – Anti – Image Matrices for loyalty dimension

Anti – Image Matrices				
		I will be happy to spend the rest of my career in this organization.	I do not have an intention to change to another organization at this moment.	My intention to stay is driven by the fact that I am competent in delivering the brand promise.
Anti-image Correlation	I will be happy to spend the rest of my career in this organization.	,754 ^a	-,329	-,436
	I do not have an intention to change to another organization at this moment.	-,329	,747 ^a	-,454
	My intention to stay is driven by the fact that I am competent in delivering the brand promise.	-,436	-,454	,712 ^a

a. Measures of Sampling Adequacy (MSA)

Table 5 – Anti – Image Matrices for performance dimension

Anti – Image Matrices			
		My performance in the last appraisal exceeded expectations.	The amount of opportunity for my performance improvement at my organization is high.
Anti-image Correlation	My performance in the last appraisal exceeded expectations.	,754 ^a	-,329
	The amount of opportunity for my performance improvement at my organization is high.	-,329	,747 ^a

a. Measures of Sampling Adequacy (MSA)

Table 6 – Anti – Image Matrices for cognitive processing dimension

Anti – Image Matrices				
		Using brand (x) gets me to think about brand (x).	I think about brand (x) a lot when I'm using it.	Using brand (x) stimulates my interest to learn more about brand (x).
Anti-image Correlation	Using brand (x) gets me to think about brand (x).	,831 ^a	-,501	-,218
	I think about brand (x) a lot when I'm using it.	-,501	,700 ^a	-,657
	Using brand (x) stimulates my interest to learn more about brand (x).	-,218	-,657	,761 ^a

a. Measures of Sampling Adequacy (MSA)

Table 7 – Anti – Image Matrices for affection dimension

Anti – Image Matrices					
		I feel very positive when I use brand (x).	Using brand (x) makes me happy.	I feel good when I use brand (x).	I am proud to use brand (x).
Anti-image Correlation	I feel very positive when I use brand (x).	,880 ^a	-,296	-,462	-,163
	Using brand (x) makes me happy.	-,296	,873 ^a	-,502	-,088
	I feel good when I use brand (x).	-,462	-,502	,813 ^a	-,324
	I am proud to use brand (x).	-,163	-,088	-,324	,940 ^a

a. Measures of Sampling Adequacy (MSA)

Table 8 – Anti – Image Matrices for activation dimension

Anti – Image Matrices				
		I spend a lot of time using brand (x), compared to other service providers.	Whenever I'm using (x) service providers, I usually use brand (x).	Brand (x) is one of the brands I usually use when I use (x) service providers.
Anti-image Correlation	I spend a lot of time using brand (x), compared to other service providers.	,900 ^a	-,176	-,374
	Whenever I'm using (x) service providers, I usually use brand (x).	-,176	,710 ^a	-,806
	Brand (x) is one of the brands I usually use when I use (x) service providers.	-,374	-,806	,682 ^a

a. Measures of Sampling Adequacy (MSA)

Table 9 – Anti – Image Matrices for brand endorsement dimension

Anti – Image Matrices					
		I say positive things about brand (x) I work for to others.	I would recommend the brand I work for to someone who seeks my advice.	I enjoy talking about the brand I work for to others.	I talk positively about the brand I work for to others.
Anti-image Correlation	I say positive things about brand (x) I work for to others.	,836 ^a	-,490	-,093	-,362
	I would recommend the brand I work for to someone who seeks my advice.	-,490	,855 ^a	-,209	-,200
	I enjoy talking about the brand I work for to others.	-,093	-,209	,862 ^a	-,489
	I talk positively about the brand I work for to others.	-,362	-,200	-,489	,829 ^a

a. Measures of Sampling Adequacy (MSA)

Table 10 – Anti – Image Matrices for brand allegiance dimension

Anti – Image Matrices				
		I plan to be with the brand I work for a while.	I plan to be with the brand I work for 5 years from now.	I plan to stay with the brand I work for.
Anti-image Correlation	I plan to be with the brand I work for a while.	,793 ^a	-,413	-,361
	I plan to be with the brand I work for 5 years from now.	-,413	,731 ^a	-,531
	I plan to stay with the brand I work for.	-,361	-,531	,745 ^a

a. Measures of Sampling Adequacy (MSA)

Table 11 – Anti – Image Matrices for brand consistent behaviour dimension

Anti – Image Matrices				
		I demonstrate behaviours that are consistent with the brand promise of the organization I work for.	I consider the impact on my organisation's brand before communicating or taking action in any situation.	I am always interested to learn about my organisation's brand and what it means to me in my role.
Anti-image Correlation	I demonstrate behaviours that are consistent with the brand promise of the organization I work for.	,717 ^a	-,472	-,295
	I consider the impact on my organisation's brand before communicating or taking action in any situation.	-,472	,691 ^a	-,385
	I am always interested to learn about my organisation's brand and what it means to me in my role.	-,295	-,385	,756 ^a

a. Measures of Sampling Adequacy (MSA)

Table 12 – Communalities for satisfaction dimension

Communalities		
	Initial	Extraction
I receive recognition for a job well done.	1,000	,579
I feel close to the people at work.	1,000	,600
I feel good about working at this company.	1,000	,691
I feel secure about my job.	1,000	,454
I believe management is concerned about me.	1,000	,579
Extraction Method: Principal Component Analysis.		

Table 13 – Communalities for identification dimension

Communalities		
	Initial	Extraction
I am proud to tell others that I am part of the organization.	1,000	,604
I feel a sense of ownership toward this organization.	1,000	,709
My sense of pride toward the organizational brand is reinforced by its brand-related message.	1,000	,633
I view the success of the brand as my own success.	1,000	,558
The organization is like a family to me.	1,000	,610
When I talk about this organization, I usually say “we” rather than “they.”	1,000	,616
When someone praises this brand, it feels like a personal compliment.	1,000	,637
Extraction Method: Principal Component Analysis.		

Table 14 – Communalities for commitment dimension

Communalities		
	Initial	Extraction
My commitment to deliver the brand increases along with my knowledge of the brand.	1,000	,702
I am very committed to delivering the brand promise to our customers.	1,000	,745
This organization has a great deal of personal meaning for me.	1,000	,697
Extraction Method: Principal Component Analysis.		

Table 15 – Communalities for loyalty dimension

Communalities		
	Initial	Extraction
I will be happy to spend the rest of my career in this organization.	1,000	,777
I do not have an intention to change to another organization at this moment.	1,000	,783
My intention to stay is driven by the fact that I am competent in delivering the brand promise.	1,000	,812
Extraction Method: Principal Component Analysis.		

Table 16 – Communalities for performance dimension

Communalities		
	Initial	Extraction
My performance in the last appraisal exceeded expectations.	1,000	,744
The amount of opportunity for my performance improvement at my organization is high.	1,000	,744
Extraction Method: Principal Component Analysis.		

Table 17 – Communalities for cognitive processing dimension

Communalities		
	Initial	Extraction
Using brand (x) gets me to think about brand (x).	1,000	,893
I think about brand (x) a lot when I'm using it.	1,000	,941
Using brand (x) stimulates my interest to learn more about brand (x).	1,000	,915

Extraction Method: Principal Component Analysis.

Table 18 – Communalities for affection dimension

Communalities		
	Initial	Extraction
Using brand (x) gets me to think about brand (x).	1,000	,927
I think about brand (x) a lot when I'm using it.	1,000	,923
I feel good when I use brand (x).	1,000	,951
I am proud to use brand (x).	1,000	,857

Extraction Method: Principal Component Analysis.

Table 19 – Communalities for activation dimension

Communalities		
	Initial	Extraction
I spend a lot of time using brand (x), compared to other service providers.	1,000	,900
Whenever I'm using (x) service providers, I usually use brand (x).	1,000	,949
Brand (x) is one of the brands I usually use when I use (x) service providers.	1,000	,959

Extraction Method: Principal Component Analysis.

Table 20 – Communalities for brand endorsement dimension

Communalities		
	Initial	Extraction
I say positive things about brand (x) I work for to others.	1,000	,857
I would recommend the brand I work for to someone who seeks my advice.	1,000	,847
I enjoy talking about the brand I work for to others.	1,000	,819
I talk positively about the brand I work for to others.	1,000	,875
Extraction Method: Principal Component Analysis.		

Table 21 – Communalities for brand allegiance dimension

Communalities		
	Initial	Extraction
I plan to be with the brand I work for a while.	1,000	,828
I plan to be with the brand I work for 5 years from now.	1,000	,863
I plan to stay with the brand I work for.	1,000	,854
Extraction Method: Principal Component Analysis.		

Table 22 – Communalities for brand consistent behaviour dimension

Communalities		
	Initial	Extraction
I demonstrate behaviours that are consistent with the brand promise of the organization I work for.	1,000	,752
I consider the impact on my organisation's brand before communicating or taking action in any situation.	1,000	,780
I am always interested to learn about my organisation's brand and what it means to me in my role.	1,000	,718

Extraction Method: Principal Component Analysis.

Table 23 – KMO statistics and Bartlett's test of sphericity (all the dimensions)

KMO and Bartlett's test			
SATISFACTION	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,810
	Bartlett's Test of Sphericity	Approx. Chi-Square	325,752
		Df	10
		Sig.	,000
IDENTIFICATION	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,862
	Bartlett's Test of Sphericity	Approx. Chi-Square	760,210
		Df	21
		Sig.	,000
COMMIMENT	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,708
	Bartlett's Test of Sphericity	Approx. Chi-Square	183,883

		Df	3
		Sig.	,000
LOYALTY	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,737
	Bartlett's Test of Sphericity	Approx. Chi-Square	284,841
		Df	3
		Sig.	,000
PERFORMANCE	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,500
	Bartlett's Test of Sphericity	Approx. Chi-Square	53,242
		Df	1
		Sig.	,000
CBE COGNITIVE FACTOR	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,759
	Bartlett's Test of Sphericity	Approx. Chi-Square	633,192
		Df	3
		Sig.	,000
CBE AFFECTION FACTOR	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,872
	Bartlett's Test of Sphericity	Approx. Chi-Square	1083,897
		Df	6
		Sig.	,000
CBE AFFECTION	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,872
	Bartlett's Test of Sphericity	Approx. Chi-Square	1083,897
		Df	6
		Sig.	,000

CBE ACTIVATION FACTOR	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,749
	Bartlett's Test of Sphericity	Approx. Chi-Square	780,639
		Df	3
		Sig.	,000
BRAND ENDORSEMENT	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,845
	Bartlett's Test of Sphericity	Approx. Chi-Square	722,683
		Df	6
		Sig.	,000
BRAND ALLEGIANCE	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,755
	Bartlett's Test of Sphericity	Approx. Chi-Square	398,834
		Df	3
		Sig.	,000
BRAND CONSISTENT BEHAVIOUR	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,719
	Bartlett's Test of Sphericity	Approx. Chi-Square	227,095
		Df	3
		Sig.	,000

Table 24 – Total Variance Explained (factor extraction) for satisfaction dimension

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2,903	58,069	58,069	2,903	58,069	58,069
2	,762	15,232	73,301			
3	,542	10,840	84,141			
4	,426	8,522	92,663			
5	,367	7,337	100,000			

Extraction Method: Principal Component Analysis

Table 25 – Total Variance Explained (factor extraction) for identification dimension

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	4,367	62,390	62,390	4,367	62,390	62,390
2	,695	9,923	72,313			
3	,600	8,577	80,890			
4	,443	6,333	87,223			
5	,357	5,095	92,319			
6	,328	4,688	97,007			
7	,210	2,993	100,000			

Extraction Method: Principal Component Analysis

Table 26 – Total Variance Explained (factor extraction) for commitment dimension

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2,144	71,467	71,467	2,144	71,467	71,467
2	,465	15,505	86,973			
3	,391	13,927	100,000			

Extraction Method: Principal Component Analysis

Table 27 – Total Variance Explained (factor extraction) for loyalty dimension

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2,371	79,045	79,045	2,371	79,045	79,045
2	,343	11,430	90,475			
3	,286	9,525	100,000			

Extraction Method: Principal Component Analysis

Table 28 – Total Variance Explained (factor extraction) for performance dimension

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	1,488	74,413	74,413	1,488	74,413	74,413
2	,512	25,587	100,00			

Extraction Method: Principal Component Analysis

Table 29 – Total Variance Explained (factor extraction) for cognitive processing dimension

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2,749	91,635	91,635	2,749	91,635	91,635
2	,165	5,498	97,134			
3	,086	2,866	100,000			

Extraction Method: Principal Component Analysis

Table 30 – Total Variance Explained (factor extraction) for affection dimension

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	3,659	91,466	91,466	3,659	91,466	91,466
2	,189	4,726	96,192			
3	,092	2,303	98,494			
4	,060	1,506	100,000			

Extraction Method: Principal Component Analysis

Table 31 – Total Variance Explained (factor extraction) for activation dimension

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2,808	93,596	93,596	2,808	93,596	93,596
2	,148	4,936	98,531			
3	,044	1,469	100,000			

Extraction Method: Principal Component Analysis

Table 32 – Total Variance Explained (factor extraction) for brand endorsement dimension

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	3,398	84,949	84,949	3,398	84,949	84,949
2	,279	6,966	91,915			
3	,178	4,457	96,372			
4	,145	3,628	100,000			

Extraction Method: Principal Component Analysis

Table 33 – Total Variance Explained (factor extraction) for brand allegiance dimension

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2,545	84,834	84,834	2,545	84,834	84,834
2	,257	8,551	93,385			
3	,198	6,615	100,000			

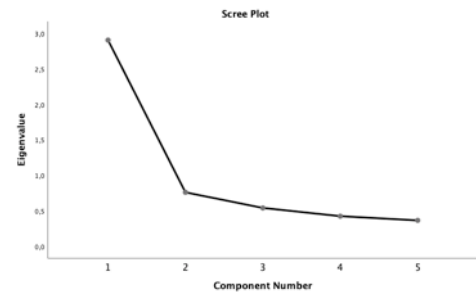
Extraction Method: Principal Component Analysis

Table 33 – Total Variance Explained (factor extraction) for brand consistent behaviour dimension

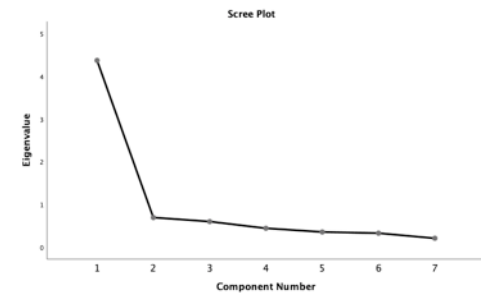
Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2,249	74,978	74,978	2,249	74,978	74,978
2	,420	14,005	88,983			
3	,331	11,017	100,000			

Extraction Method: Principal Component Analysis

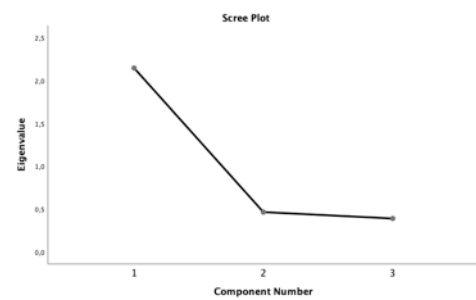
Graphic 1 – Scree Plot for satisfaction dimension



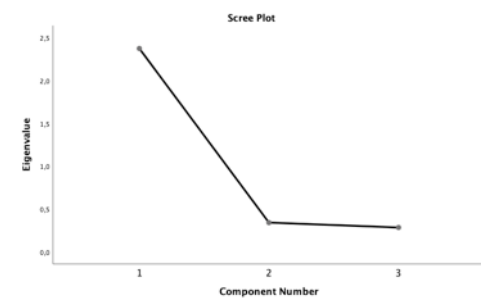
Graphic 2 – Scree Plot identification dimension



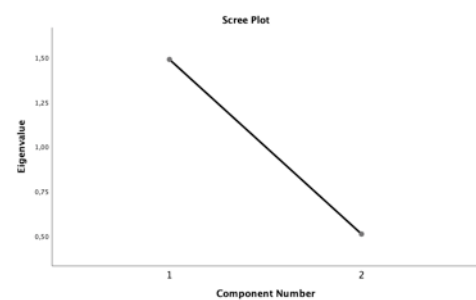
Graphic 3 – Scree Plot for commitment dimension



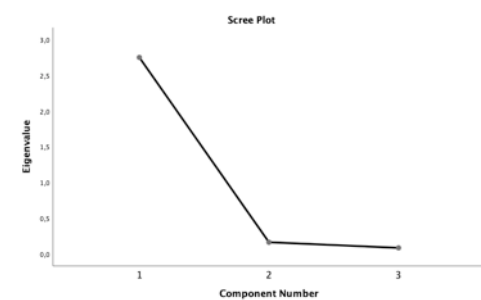
Graphic 4 – Scree Plot for loyalty dimension



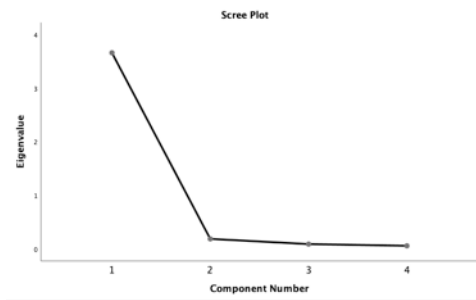
Graphic 5 – Scree Plot for performance dimension



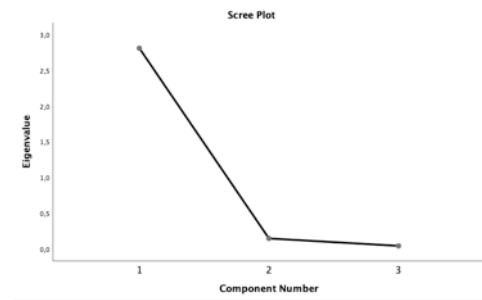
Graphic 6 – Scree Plot for cognitive processing dimension



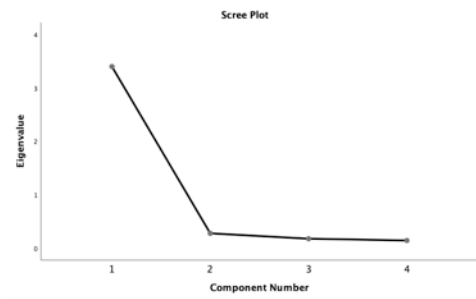
Graphic 7 – Scree Plot for affection dimension



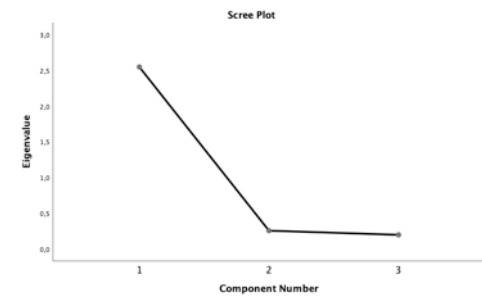
Graphic 8 – Scree Plot for activation dimension



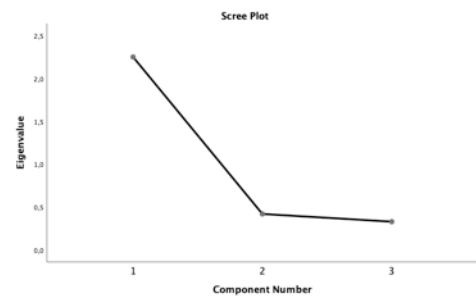
Graphic 9 – Scree Plot for brand endorsement dimension



Graphic 10 – Scree Plot for brand allegiance dimension



Graphic 11 – Scree Plot for brand consistent behaviour dimension



APPENDIX 3: Independent sample T-test for gender

The table presented below were elaborated based on SPSS output.

Table 1 - T-test

Group Statistics			
	Gender	N	Mean
Satisfaction	Female	101	5,317
	Male	97	5,441
Identification	Female	68	5,662
	Male	78	5,719
Commitment	Female	68	5,814
	Male	78	5,972
Loyalty	Female	68	5,301
	Male	78	5,244
Performance	Female	68	4,693
	Male	78	4,902
Cognitive processing	Female	68	5,593
	Male	78	5,216
Affection	Female	68	6,971
	Male	78	6,663
Activation	Female	68	6,041
	Male	78	5,354
Brand endorsement	Female	68	6,312
	Male	78	6,330
Brand Allegiance	Female	68	5,216
	Male	78	5,518
Brand consistent behaviour	Female	68	5,978
	Male	78	6,038

Table 2 - Independent sample test

	Levene's test of equality of variances		T-test for equality of means
	Sig.		Sig. (2-tailed)
Satisfaction	,381	Equal variances assumed	,348
Identification	,786	Equal variances assumed	,682
Commitment	,690	Equal variances assumed	,207
Loyalty	,550	Equal variances assumed	,786
Performance	,825	Equal variances assumed	,250
Cognitive processing	,117	Equal variances assumed	,062
Affection	,680	Equal variances assumed	,224
Activation	,009	Equal variances not assumed	,002
Brand endorsement	,795	Equal variances assumed	,891
Brand allegiance	,369	Equal variances assumed	,136
Brand consistent behaviour	,508	Equal variances assumed	,657

APPENDIX 4: ANOVA test for age

All the tables presented below were elaborated based on SPSS output.

Table 1 – Descriptive analysis

Descriptives				
		N	Mean	Std. Deviation
Satisfaction	18-34 years	68	5,278	,101
	35-44 years	78	5,348	,117
	45-64 years	52	5,553	,120
	Total	198	5,378	,066
Identification	18-34 years	68	5,459	1,106
	35-44 years	78	5,714	,930
	45-64 years	52	5,954	,844
	Total	198	5,690	,987
Commitment	18-34 years	68	5,563	,119
	35-44 years	78	6,036	,097
	45-64 years	52	6,104	,120
	Total	198	5,892	,066
Loyalty	18-34 years	68	4,899	1,378
	35-44 years	78	5,196	1,405
	45-64 years	52	5,878	1,069
	Total	198	5,273	1,364
Performance	18-34 years	68	4,912	1,103
	35-44 years	78	4,628	1,480
	45-64 years	52	4,894	1,139
	Total	198	4,796	1,274
Cognitive procesing	18-34 years	68	5,078	1,592
	35-44 years	78	5,410	1,364
	45-64 years	52	5,839	1,170
	Total	198	5,410	1,425
Affection	18-34 years	68	6,345	1,947
	35-44 years	78	6,831	1,497
	45-64 years	52	7,427	1,137
	Total	198	6,821	1,680
Activation	18-34 years	68	5,462	1,870
	35-44 years	78	5,730	1,498
	45-64 years	52	5,983	1,275
	Total	198	5,704	1,590
Brand	18-34 years	68	6,165	,965

endorsement	35-44 years	78	6,359	,833
	45-64 years	52	6,466	,675
	Total	198	6,321	,849
Brand Allegiance	18-34 years	68	4,948	1,586
	35-44 years	78	5,264	1,355
	45-64 years	52	6,058	,847
	Total	198	5,364	1,397
Brand consistent behaviour	18-34 years	68	5,722	1,003
	35-44 years	78	6,137	,888
	45-64 years	52	6,187	,726
	Total	198	6,008	,911

Table 2 - Test of homogeneity of variances

Test of Homogeneity of Variances	
	Sig. (based on mean)
Satisfaction	,332
Identification	,248
Commitment	,322
Loyalty	,061
Performance	,029
Cognitive processing	,146
Affection	,129
Activation	,003
Brand endorsement	,306
Brand allegiance	,000
Brand consistent behaviour	,349

Table 3 - Robust test of equality of means

Robust Test of Equality of means	
	Sig. (Welch)
Performance	,401
Activation	,198
Brand allegiance	,000

Table 4 - ANOVA test

ANOVA	
	Sig. (between groups)
Satisfaction	,233
Identification	,021
Commitment	,001
Loyalty	,000
Performance	,357
Cognitive processing	,014
Affection	,002
Activation	,206
Brand endorsement	,151
Brand allegiance	,000
Brand consistent behaviour	,006

Table 5 – Tukey post-hoc test

Multiple Comparisons				
	I	J	Mean Difference (I-J)	Sig.
Identification	18-34 years	35-44 years	-,255	,258
		45-64 years	-,495	,017
	35-44 years	18-34 years	,255	,258
		45-64 years	-,240	,354
	45-64 years	18-34 years	,495	,017
		35-44 years	,240	,354
Commitment	18-34 years	35-44 years	-,474	,005
		45-64 years	-,541	,004
	35-44 years	18-34 years	-,474	,005
		45-64 years	-,068	,908
	45-64 years	18-34 years	,541	,004
		35-44 years	,068	,908
Loyalty	18-34 years	35-44 years	-,296	,365
		45-64 years	-,978	,000
	35-44 years	18-34 years	,296	,365
		45-64 years	-,682	,012
	45-64 years	18-34 years	-,978	,000
		35-44 years	,682	,012
Cognitive processing	18-34 years	35-44 years	-,333	,327
		45-64 years	-,762	,010
	35-44 years	18-34 years	,333	,327
		45-64 years	-,429	,204
	45-64 years	18-34 years	,762	,010

		35-44 years	,429	,204
Affection	18-34 years	35-44 years	-,486	,175
		45-64 years	-1,082	,001
	35-44 years	18-34 years	,486	,175
		45-64 years	-,595	,107
	45-64 years	18-34 years	-1,082	,001
		35-44 years	-,595	,107
Brand allegiance	18-34 years	35-44 years	-,316	,328
		45-64 years	-1,111	,000
	35-44 years	18-34 years	,316	,328
		45-64 years	-,795	,003
	45-64 years	18-34 years	1,111	,000
		35-44 years	,795	,003
Brand consistent behaviour	18-34 years	35-44 years	-,414	,015
		45-64 years	-,465	,014
	35-44 years	18-34 years	,414	,015
		45-64 years	-,051	,946
	45-64 years	18-34 years	465	,014
		35-44 years	,051	,946

Appendix 5: ANOVA test for years employed

All the tables presented below were elaborated based on SPSS output.

Table 1 - Descriptive analysis

		Descriptives		
		N	Mean	Std. Deviation
Satisfaction	<1 year	36	5,511	,949
	1-5 years	56	5,186	,952
	>5 years	106	5,434	,900
	Total	198	5,378	,9273
Identification	<1 year	36	5,678	,908
	1-5 years	56	5,348	1,243
	>5 years	106	5,874	,805
	Total	198	5,690	,987
Commitment	<1 year	36	5,745	,951
	1-5 years	56	5,498	1,074
	>5 years	106	6,149	,749
	Total	198	5,892	,930
Loyalty	<1 year	36	5,773	1,004
	1-5 years	56	4,738	1,401
	>5 years	106	5,385	1,370
	Total	198	5,273	1,364
Performance	<1 year	36	5,111	,820
	1-5 years	56	4,884	1,179
	>5 years	106	4,641	1,426
	Total	198	4,796	1,274
Cognitive procesing	<1 year	36	5,619	1,191
	1-5 years	56	5,023	1,363
	>5 years	106	5,541	1,425
	Total	198	5,409	1,447
Affection	<1 year	36	6,902	1,134
	1-5 years	56	6,337	1,890
	>5 years	106	7,049	1,481
	Total	198	6,821	1,509
Activation	<1 year	36	5,857	1,344
	1-5 years	56	5,376	1,889
	>5 years	106	5,826	1,481
	Total	198	5,704	1,590
Brand	<1 year	36	6,361	,645

endorsement	1-5 years	56	6,098	1,161
	>5 years	106	6,425	,685
	Total	198	6,321	,849
Brand Allegiance	<1 year	36	5,823	1,313
	1-5 years	56	4,842	1,532
	>5 years	106	5,483	1,274
	Total	198	5,364	1,397
Brand consistent behaviour	<1 year	36	5,913	,800
	1-5 years	56	5,778	1,153
	>5 years	106	6,160	,770
	Total	198	6,008	,911

Table 2 - Test of homogeneity of variances

Test of Homogeneity of Variances	
	Sig. (based on mean)
Satisfaction	,604
Identification	,023
Commitment	,016
Loyalty	,183
Performance	,002
Cognitive processing	,280
Affection	,044
Activation	,008
Brand endorsement	,027
Brand allegiance	,323
Brand consistent behaviour	,068

Table 3 - Robust test of equity of means

Robust Test of Equality of Means	
	Sig. (Welch)
Identification	,017
Commitment	,000
Performance	,081
Affection factor	,081
Activation factor	,267
Brand endorsement	,174

Table 4 - ANOVA test for years employed

ANOVA	
	Sig. (between groups)
Satisfaction	,191
Identification	,005
Commitment	,000
Loyalty	,001
Performance	,161
Cognitive processing	,055
Affection	,036
Activation	,189
Brand endorsement	,070
Brand allegiance	,002
Brand consistent behaviour	,033

Table 5 - Tukey post-hoc test

Multiple Comparisons				
	I	J	Mean Difference (I-J)	Sig.
Identification	<1 year	1-5 years	,329	,250
		>5 years	-,196	,544
	1-5 years	<1 year	-,329	,250
		>5 years	-,526	,003
	>5 years	<1 year	,196	,544
		1-5 years	,526	,003
Commitment	<1 year	1-5 years	,247	,397
		>5 years	-,405	,050
	1-5 years	<1 year	-,247	,397
		>5 years	-,651	,000
	>5 years	<1 year	,405	,050
		1-5 years	,651	,000
Loyalty	<1 year	1-5 years	1,036	,001
		>5 years	,388	,282
	1-5 years	<1 year	-1,035	,001
		>5 years	-,647	,010
	>5 years	<1 year	-,388	,282
		1-5 years	,647	,010
Affection	<1 year	1-5 years	,565	,251
		>5 years	-,147	,891
	1-5 years	<1 year	-,565	,251
		>5 years	-,712	,027
	>5 years	<1 year	,147	,891
		1-5 years	,712	,027

Brand allegiance	<1 year	1-5 years	,981	,003
		>5 years	,340	,398
	1-5 years	<1 year	-,981	,003
		>5 years	-,641	,013
	>5 years	<1 year	-,340	,398
		1-5 years	,641	,013
Brand consistent behaviour	<1 year	1-5 years	,135	,763
		>5 years	-,247	,330
	1-5 years	<1 year	-,135	,763
		>5 years	-,382	,029
	>5 years	<1 year	,247	,330
		1-5 years	,382	,029