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The Impact if Mentoring and Helping Relationships in the Informal Process of Employee Branding: Construction of the Measuring Instrument

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THE IMPACT OF MENTORING AND HELPING RELATIONSHIPS IN THE INFORMAL PROCESS OF EMPLOYEE BRANDING: CONSTRUCTION OF THE MEASURING INSTRUMENT

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Abstract

The process of *employee branding* (EeB), according to Miles and Mangold (2004; 2005) promotes and strengthen the psychological contract between employees and the organization by increasing and maximizing the employees' sense of commitment and loyalty.

The object of this research focuses on the measurement of the impact of mentoring and helping relationships in the informal process of EeB, with a focus on People and on an integrated vision of the Human Resources Management and Organizational Behavior, based on the exchange ratio of Relationship Marketing. With the introduction of a new variable (mentoring and helping relationships), this article focuses on the construction of the measuring instrument and the confirmation of its validity and reliability, in order to measure the involvement and internalization of the "effect of employee brand" in organizations.

Keywords: employee branding, human resources management, relationship marketing, mentoring and helping relationships, measuring instrument.

JEL Codes: M12, M54

1. Introduction

The process of *employee branding* (EeB) has been shown to promote and strengthen the psychological contract between employees and the organization by increasing and maximizing the sense of commitment and employee loyalty (Miles & Mangold, 2004; 2005). The creation of fruitful relationships between managers and employees are based on two fundamental interrelated ideas: the social exchange theory and the psychological contract. More competitive organizations should implement effective maintenance programs of employee commitment levels towards organizational objectives. To involve people, approximation programs should be implemented between leaders and followers, mentors and mentees to allow the satisfaction and loyalty of the organization's first customer: the employee. Nowadays it is understood that organizations have a face as the result of the employee construction of the organization's image through his behavior. For this reason, entrepreneurial leaders should reinforce and guide the organization's culture towards the

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creation and valorization of employees' skills willing to build and give their utmost for the organization (Miles & Mangold, 2004; 2005).

With the introduction of a new variable (mentoring and helping relationships), this article aims to describe, firstly, the methodology used in the construction of the EeB measuring instrument valuing the informal area of Organizational Behavior and Relationship Marketing in EeB process and, secondly, the confirmation of its validity and reliability.

The process of EeB is developed through two-way communication, between leaders and those led by them in an organization, increasing the feedback that will enhance organizational satisfaction that, in turn, can lead to greater efficiency and productivity. This appreciation can be enhanced if between managers and subordinates an informal mentoring role and helping relationships exists which will increase the sense of commitment and belonging and consequently the brand of the organization (Miles & Mangold, 2004; 2005).

The conceptualization of the EeB process, according to the model of Miles and Mangold (2004; 2005), involves areas such as: (i) Organizational Behavior, (ii) Marketing Relationship and (iii) Human Resources Management, showing the interface and the influence from various sources and resources available in the organization that results, among others, on the employee satisfaction.

The model of Miles and Mangold (2004; 2005) is based on combining various *inputs,* in particular, the mission and values of the desired brand, internal and external sources, whether formal or informal, of management relationships and communication, that influence the employee's *psyche* in their relationship with the brand and their psychological contract, allowing for a better integration within the organization in terms of employee satisfaction and brand reputation.

In the EeB process, the message should be transmitted, frequently and consistently, throughout the communication process, to consolidate the desired brand image of the organization. Formally and informally, the organization monitors and develops human resources management procedures and promotes professional and personal relationships that encourage customer's feedback, with particular emphasis on its employees (internal customers) (Miles & Mangold, 2004; 2005).

Experiencing, understanding, strengthening and wishing the organization's brand reinforces the psychological contract of the employee with the organization. In this context, competence-based management (CBM) allows leaders to influence, informally and decisively, the culture and citizenship behaviors of their peers, using mentoring, helping relationships and mutual aid between members, retaining human capital in organizations and thus their skills. This process of acculturation fills the employee with a brand image (*employee brand*) that promotes employee loyalty to the organization and that results in satisfaction, confidence and happiness in the organization, which by the employees' behavior influences the loyalty of customers and the maintenance of a consistent organizational reputation (Miles & Mangold, 2004; 2005). Thus, this research follows the model shown in Figure 1.

By introducing mentoring and helping relationships to the informal sources / modes, the way they trigger interpersonal relationships in the organization is substantially changed. This change in the relationship between managers and subordinates causes adjustments to the results of the EeB process. Through a closer proximity between managers and subordinates, an open and frequent communication develops and enhances the sense of loyalty between the employee and the organization. The change between objective-based management (or management by objectives – MBO) for competence-based management (CBM), i.e. the

change of focus from the objectives to the People allows employees to replicate their perception of customer value in the organization, transmitting an image of commitment to the brand, improving customer loyalty.
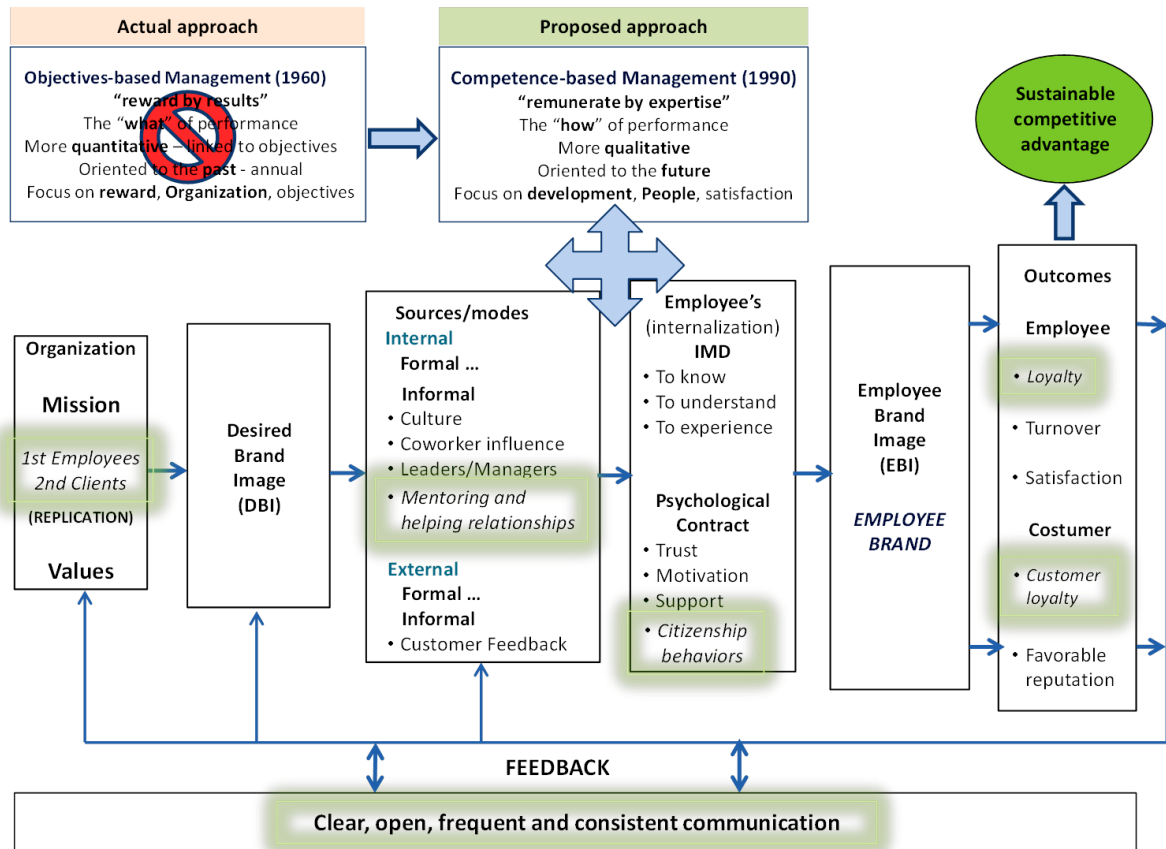

Figure 1. EeB model according to this research focus.
Source: Adapted from Miles and Mangold (2004; 2005).
Note: The "green" highlights the innovative aspects introduced in the EeB model and this research focus.

2. Construction of the measuring instrument

2.1. Methodology for the construction of the measuring instrument

Questionnaires are a powerful and useful tool for collecting data on the characteristics, attitudes, thoughts and human behaviors. It is intended that this instrument will be easy to understand and answer, since it cover a diverse range of dimensions / constructs that fall into perceptions of organizational reality. For the elaboration of the instrument it was necessary to carry out a literature review of currently existing questionnaires which measure the concepts that contribute to the "effect of employee brand", in particular, *mentoring* (Kram, 1985) and *helping relationships* (Schein, 1999; 2009; 2013), *psychological contract* (Rousseau, 1995); and *citizenship behaviors brand* (Burmann, Zeplin, & Riley, 2009).

It was considered the Mentoring Functions Scale (MFS) from Noe (1988) that consists of 29 statements using a Likert response scale of 5 points, in order to assess to what extent the mentees believe that mentors provided them psychosocial and career functions. This instrument includes eight areas: (i) coaching; (ii) acceptance and confirmation; (iii) role model; (iv) counseling; (v) protection; (vi) exposure and visibility; (vii) sponsorship; and

(viii) challenging tasks. This scale and statements were interpreted by the principles and concepts developed by Schein (1999; 2009; 2013) for the helping relationships.

For the *psychological contract* we analyze the instrument *Psychological Contracts across Employment Situations – PSYCONES* (EC, 2007), developed in collaboration with several countries and that consists of 50 statements using a Likert response scale of 5 points, in order to investigate the interactions between organizations and their employees. Revealing the nature of employment contracts and relationships between managers and employees and so exploring the role of psychological contract as a measure factor of the relationship potential, as well as the relationship between the type of contract and the satisfaction and well-being of employees. This instrument is divided into three areas: (i) commitments or obligations with yourself; (ii) commitments or obligations to your employer; and (iii) the relationship of your employer towards you.

For *citizenship behaviors brand* we consider the questionnaire *Employee Based Brand Equity* from King and Grace (2009), with the scale's development and validation in 2012, that consists of 83 statements using a Likert response scale of 7 points, in order to evaluate the perception, attitudes and behavior of workers on the effect of internal brand and management practices. This instrument is divided into the following areas: (i) information generation; (ii) knowledge dissemination; (iii) knowledge clarity; (iv) role clarity; (v) brand commitment; (vi) citizenship behavior with the brand; (vii) employee satisfaction; (viii) intention to remain within the organization; (ix) positive use of mouth-to-mouth communication; (x) management support; (xi) organizational socialization; (xii) employee's attitude toward work; (xiii) the involvement of employees; and (xiv) H factor, which contemplates the aspects of cooperation, respect and trust between employees and organization.

This methodological development allowed the design of a new instrument to *measure employee brand effect in organizations* that bring together, in a single instrument the concepts of psychological contract and brand citizenship behaviors, mentoring and helping relationships, in addition to measuring the employee brand effect with a broader and more People-focused spectrum. This new measurement tool also allows the measuring of the employee commitment with: (i) the leadership, (ii) himself, (iii) the organization and (iv) the brand image of the organization.

This tool was developed in seven different stages, being composed of 79 statements and divided into five groups: (i) relationship with the direct leadership; (ii) relationship with the work; (iii) relationship with the organization / top management or leadership; (iv) relationship with the brand image of the organization; and (v) socio-demographic and professional data.

Moreover, the contribution of the referenced authors, the presented statements correspond to what is considered in the literature as the minimum set that allows for the characterization of the concepts that explain the effect of employee brand. These statements attempt to describe the organizational reality in a proactive and positive way, such as assuming that all statements correspond to actions, activities, procedures and rules that are in reality under study, for example, "your organization uses ...", "there is ...", "your organization creates ...", "it is given the opportunity ...". However, there remains the influence of the authors in the construction of this instrument, where only a statement, "37. Performs only what is paid to do.", is described in a manner contrary to this proactivity.

The final instrument has the following parts (web pages):

(A) Presentation of the purpose of the instrument, the average response time, response scale and other information that can led people willing to answer the questionnaire;

(B) Group on the role of direct leadership as the principal component analysis in interpersonal relations in the field of mentoring and helping relationships. Here the initial statement focus on the organization, the ones afterwards focus on the direct relationship that the employee has with his chief and, ultimately, the perception that the employee has from his direct leadership;

(C) Group to allow the employee to express his opinion about the organization, the leadership and their own work;

(D) Group of the organizational domain, which characterize the performance management and implemented human resources management practices;

(E) Group that qualify how the employee perceives the brand image and the organization activities to promote the brand as distinctive and something by which the organization can be identified;

(F) Group of sociodemographic and professional questions for the profile characterization of the employee, leadership and organization;

(G) Request for sending and validation of the questionnaire.

2.2. Steps and instrument preparation procedures: survey

At *first* the three questionnaires and scales mentioned above, totaling 162 statements, were translated from English into Portuguese, based on the terminology most commonly used in the business context in Portugal. It has always been considered the *logical-philosophical principle of parsimony* or *simplicity* for the preparation and simplification, of either the statements or the response scale, in order to give greater comprehensibility of the statements and faster responses of the instrument. In the integration of these questionnaires, we verified that some statements were similar and in the same context, so we selected only one statement or articulated the scope of those statements by transforming them into a single statement. All procedure has a main objective: to design a questionnaire that was simple and understandable by the majority of employees, regardless of their qualifications.

Secondly we selected the structure of the questionnaire *Employee Based Brand Equity* (King & Grace, 2009, endorsed in 2012), in which we included, in accordance with the dimensions / constructs, all other statements regarding the psychological contract and mentoring and helping relationships, presented by their respective authors.

Thirdly, we articulated the base dimensions / constructs presented by the authors in new constructs / dimensions, creating a new questionnaire with the essential constructs needed to characterize the dimensions under review, including: (i) management support, (ii) brand socialization and (iii) organizational socialization, bringing together all portrayed variables, as shown in Figure 2, which represents the analytical model that was the basis for the construction of the instrument to *measure employee brand effect* in organizations.

This new instrument to *measure employee brand effect* in organizations in addition to the previously identified formal aspects, integrates innovative informal aspects that fall into a new dimension, referred to as *interpersonal relations,* strengthening and enhancing the process of EeB which, according to Miles and Mangold (2004), spreads, either formally or informally by the organization that is monitored by management support procedures, human resources management practices and internal marketing practices to foster and promote personal and professional relationships between employees thereby more significantly endorsing the psychological contract that the organization offers.
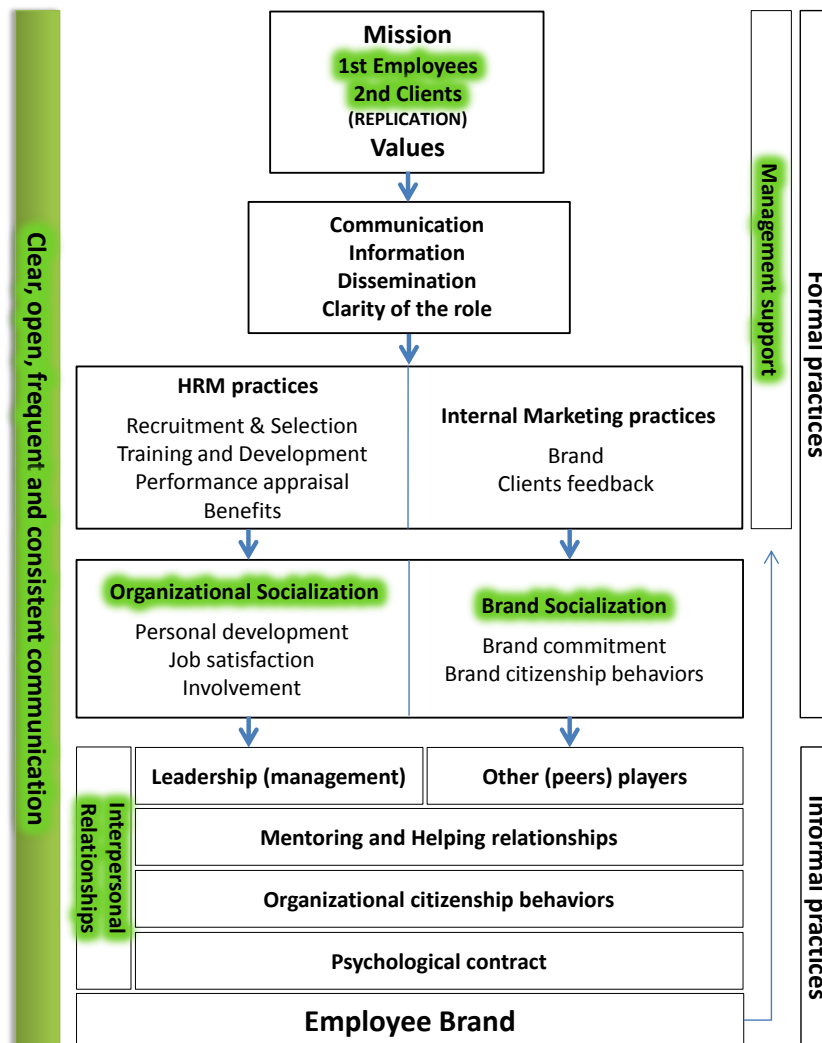
Figure 2. Analytical model base for the construction of the measuring instrument.

This dynamic process can also count on the contribution of managers, regardless of whether they are or are not mentors, which are influenced or influence, either through helping relationships or the citizenship behaviors of their peers. Instill the employee with commitment to the organization brand (employee brand) will enhance, or not, the psychological contract reinforcing the organization's brand image on and for the employee.

The employee's commitment to the organization is a result of not only their job satisfaction and personal development but also the interpersonal relationships offered by the organization in promoting trust and loyalty of internal customers. Both could be obtained by a formal way, as exemplified by the clarity of the information and feedback that the organization provides, and by informal channels, through the helping relationships of their peers and, especially, the leadership based in a mentoring role to facilitate the promotion of commitment, as attested by Schein and Kram in their previously mentioned publications.

The constructs of this new measuring instrument were defined by the articulation of keywords (shown in parentheses) that are presented in Table 1 and strengthen the dimension of each construct.

Table 1. *Constructs, size and keywords.*

Formal practices	Informal practices

Management support	Socialization brand	Organizational socialization	Interpersonal relationships
Communication (Frequent and constant)	Brand identification	Human Resources Practices (Recruitment and selection, integration and hosting)	Helping Relationships (Direct support, humility, ...)
Information (Objective and clear)	Brand Commitment	Formation (Promotion and realization of training)	Mentoring (Psychosocial and career roles)
Dissemination of communication and information	Brand Citizenship Behavior (Image, extra effort)	Performance Assessment (Clear objective measurable)	
Role clarity (Function identification and tasks)	Feedback from customers (Internal, external)	Benefits (Competitive salary)	
Mission (Dissemination of organizational goals)		Job satisfaction (satisfaction towards one's role and tasks)	
Values (Which values are promoted)		Intention to remain employed by the organization	
		Employee positive word-of-mouth (Dissemination of the organization)	
		Employee attitude toward work	
		Employee involvement	
		Psychological contract (Employer and employee obligations)	
		Organizational citizenship behaviors	

Mentoring and helping relationships, present in the area "Interpersonal Relations", as an innovative element in this process is described by a set of 14 statements that characterize the perception in the mentees about the performance of his mentors. The scope of action is described in various statements along the questionnaire, for example, "*Your chief helps / supports you to achieve ever higher performances",* as well as statements seeking the perception of mentee's feelings towards his mentor, such as "*Are you proud to work under his leadership*".

At this stage, we thought about the type of response scale to use, considering its simplicity and applicability to the desired type of respondent. The existing response scales in the literature and their advantages and disadvantages for clarity of the measuring process were analyzed and it was decided to opt for a forced choice scale, based on the one developed and tested by Thomaz (2005) with advantages and disadvantages that will meet the needs of this instrument. So we selected a 4-levels forced choice scale with two reference levels "True" and "False", an intermediate level of "Hesitation" (indecision, not sure) and a level "Not applicable" (does not apply to your workplace / organization), because certain statements may not be perceived inside the organizational reality, as shown in Figure 3.

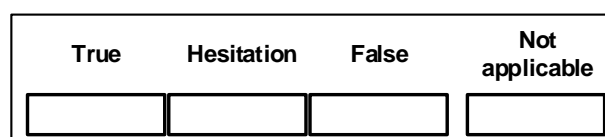| True	Hesitation	False	Not applicable

Figure 3. 4-levels forced choice scale.

So this response scale has four levels defined as:
- *True* – The statement is confirmed or verified (it is true) in your workplace / organization;

- *Hesitation* – Isn't sure (has doubts, is neither true nor false), *but it applies* to your workplace / organization;
- *False* – The statement can't be confirmed or verified (it is false) in your workplace / organization;
- *Not applicable* – The statement does not apply to your place of work / organization.

These responses levels are advantageous in that their meaning is univocal, eliminating the subjectivity of its contents and enabling less time to be spent in the answer of the questionnaire. Note also that this type of scale is not limiting nor does it decrease the quality of information collected, implying rather that the target statements have be properly prepared, in order to measure unequivocally what it is intended to access (Thomaz, 2005).

There is also a need to consider the influence of human subjectivity that is present in the fact that a "True" answer might present a lesser degree of certainty from an employee than a "False" answer (which tends towards an absolute certainty). Therefore, it is necessary to consider this and make it reflect in the model. However, this principle may cause this scale to not reflect the organization's reality, so we took the *technique of determinants* (Roy, 1990; Roy & Mousseau, 1996; Figueira, Greco, & Ehrgott, 2005) to define the statements that are in each dimension / construct *sine qua non* conditions for its definition and measurement of the *employee brand effect*. Therefore, the statements that substantially define the constructs to be measured, where considered as "very important" (or "determinant"), leaving the others as "important" for complementing the constructs definition.

We identified in each dimension / construct the statements considered "very important" in each area. Table 2 shows, for example, statements considered "very important" relating to the area of Interpersonal Relations.

Table 2. *Statements considered "very important" in Interpersonal Relations.*

No.	Interpersonal relationships
5	Your direct leadership helps / supports you to achieve ever higher performance.
11	Your direct leadership makes organizational decisions regarding their interests (as an employee).
16	Your direct leadership supports you in your anxieties and fears that can harm your work.
17	Your direct leadership demonstrates satisfaction when you reach your expectations (short-term / current).
19	Your direct leadership encourages you to do more than what you believe you are capable of.
20	Your direct leadership encourages you to develop your strengths.
21	Your direct leadership treats you as a person and not as just another employee.
23	Your direct leadership helps you, continuously, to do more and better.
24	Your direct leadership cares about your personal well-being.
28	You are concerned with the organization where you works as if it were your own.
29	You make personal sacrifices for the good of the organization where you work.
33	You are proud to work with your direct superior.
59	Your find your co-workers available to provide you with assistance or advice (personal).
62	Your organization is committed to keep you as an employee.

On the other hand, in order to quantify the human subjectivity inherent to the adopted scale we applied the *Risk Aversion* or *Prospect Theory* of Tversky and Kahneman (1981) who studied how people respond to risk and uncertainty and how to evaluate their gains and losses, from a subjective point of reference. The function obtained by these authors, shown in Figure 4, has a greater inclination on the side of the 'losses' than on the side of the 'gains'. Thus, it was observed that the displeasure associated with the losses was 1.8 times higher than the

satisfaction associated with the same monetary amount spent, which shows how people can respond differently, depending on which side theirs choices are.
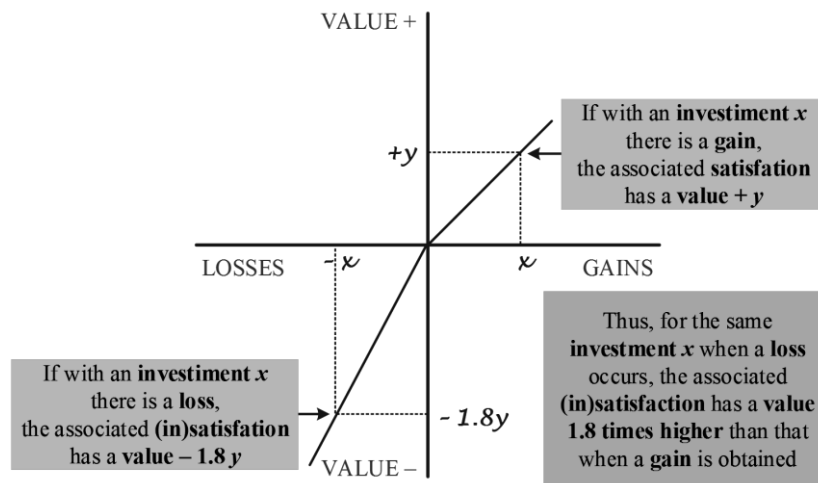

Figure 4. Prospect Theory – Value function.
Source: Adapted from Tversky and Kahneman (1981).

It was therefore considered that the statements defined as "very important" should follow a similar function to the one developed by Tversky and Kahneman (1981). Where the response "True" will have an absolute value of difference of attractiveness (satisfaction) less than the corresponding "False" response. That is, when these statements ("very important") have a "False" response we will penalize it 2 (rounding 1.8) times more in terms of its value of difference of attractiveness to reflect the greater certainty of a "False" answer, as opposed to a "True" answer.

Based on the above theories, the 4-level forced choice scale (True / Hesitation / False / Not applicable) is quantified through a value function for the "important" and "very important" statements. Where "True" takes +1 value, "Hesitation" a 0 (zero), "False" the value of -1 ("important") and -2 ("very important") and "Not applicable" the value of -1. The punctuation for "Not applicable" results from when the employee does not perceive a statement that should be identified in the organization, affecting the measurement of *employee brand*. In Figure 5 it is shown the value functions corresponding to the responses to the "important" and "very important" statements.

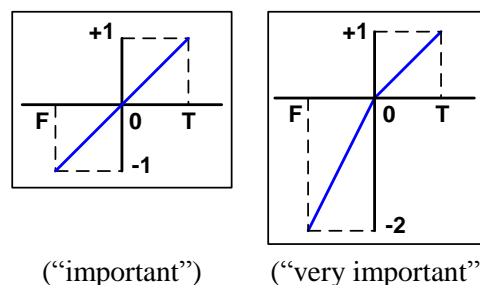("important")   ("very important")

Figure 5. Value function for the "important" and "very important" statements.
Source: Adapted from Thomaz (2005).

Then, in cognitive terms of the use of the instrument, we considered that it would be easier for the respondents to maintain focus in each field of the agents which contribute to the

measuring of the *employee brand effect,* specifically, the own employee, the leadership, the top management or leadership and the organization, keeping the sequence of statements from general to particular.

On that basis, the questionnaire gathers in the first part all the issues that refer to management, regardless of the statement's construct, which present the vast majority of the statements that characterize the mentoring and helping relationships of the leader with the employee, with 27 statements. Then statements regarding the performance and employee commitment to the organization, with 18 statements. Afterwards there are 20 statements concerning the perception of the employee towards the overall organization, including the field of Human Resources Management and, finally, 14 statements relating to the brand image. This orientation in the presentation of the 79 statements creates multiple dimensions / constructs within the instrument's four groups as shown in Table 3.

Table 3. *Summary of the distribution of statements by dimension / construct.*

Instrument groups	Dimension / Construct	Statements qty
Relationship towards one's boss	Interpersonal Relationships	17
	Organizational socialization	4
	Management Support	6
Relationships with one's work	Interpersonal Relationships	6
	Organizational socialization	12
Relationship with the organization / top management	Interpersonal Relationships	3
	Organizational socialization	1
	Management Support	16
Relationship with the organization's brand image	Manufacturer socialization	14

Within each of the instrument groups the statements were sequenced, as above, from the general to the particular (i.e. Organization, Top Leadership, Management and oneself), as can be seen in the example in Table 4 following the sequence of statements made.

Table 4. *Example of the sequence of statements.*

No.	Statement	Domain
46	Your organization promotes continuous / frequent communication.	Organization for all
47	There is a clear, open and consistent communication within your organization.	Organization for all
48	Your organization gathers information through feedback from employees.	Organization for all
49	Your organization uses the information collected from employees to develop organizational strategies.	Organization for all
50	In your organization, top management seeks to find ways to improve employee satisfaction.	Top leadership for all
51	In your organization, there is cooperation between top management and employees.	Top leadership for all
52	Your organization creates opportunities for your career development (progression within one's function).	Organization to own
53	You are given the opportunity to participate in the development of new initiatives in your organization.	Organization or direct management to own
54	Your organization provides you with opportunities to work as a team.	Organization or direct management to own
55	Your organization assigns you a competitive salary.	Organization to own

Throughout this process of creation, development and organization of this instrument, we used the approach developed and tested by Narayan and Cassidy (2001) to build a *matrix of socio-technical relations*, where it was possible to observe the (most important) interactions of the agents which contribute to measure the *employee brand effect*, as shown in Figure 6.
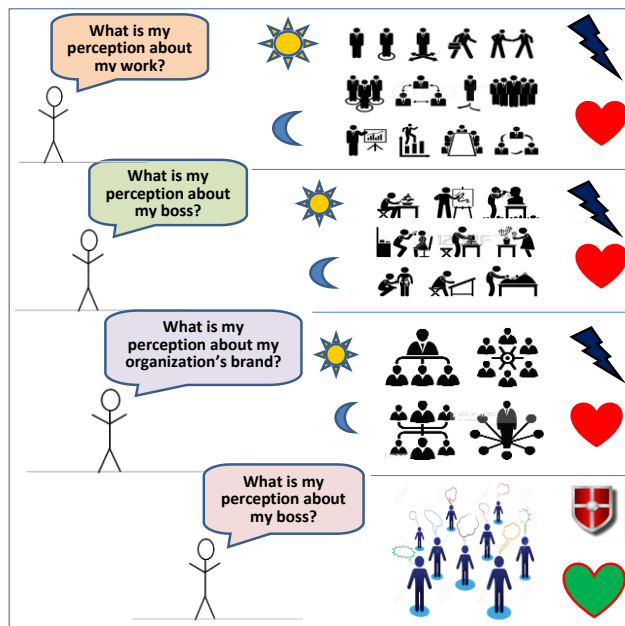
Figure 6. Interactions between organizational agents for this research.

Figure 6 represents the interactions between the analyzed organizational agents in this research, namely, the employee himself, the direct leadership, top leadership, the organization, and the brand image that the organization has at the time of inquiry. Thus it is possible to assess the perception of respondents towards the organization's agents, identifying where possible the positive and negative interactions that result in whether feelings of involvement exist towards one's work, direct management, top leadership, the organization and, finally, with the brand image that the organization has created. The results of these perceptions allow measuring the engagement between the agents and, consequently, the *employee brand effect*. For the analysis and interpretation of interactions between agents, it is essential to accept that between one or more employees there are interactions that are both positive and negative, that is, of consensus or contention, of belonging or denial, of commitment or violation. This dichotomous relationship is part of the groups' socialization process and fosters or dismembers the psychological contract and citizenship behaviors towards the organization.

Afterwards the *first* pre-test of the instrument with three employees, it was possible to observe that the average response time was around 15 minutes. This time also served to improve the interpretation of some statements, namely on the 'brand image' concept, that has common sense errors of understanding in the population, not matching with existing definitions in the literature. So it was considered to change the terminology used and the sequence of statements for a better understand of the concept.

The *second* pre-test included 29 individuals from various organizations and had as a complementary objective the definition of the type of organizations to include and the minimum qualification level for the respondents of the instrument. It was concluded that: (i) it does not fall under the current organizational reality of Portuguese public administration, due to the type and characteristics of the institutions and the relational distance of employee to the top management / leadership; and (ii) it is perceived and answered by employees who have basic academic education (4th Grade) without showing difficulties in its interpretation and within the estimated time.

This findings allowed us to contemplate an enlargement of the sample with the submission to various organizations and their various employees, resulting in the introduction of all sectors of activity in the inquiry process. Thus, the questionnaire's target population was defined as all employees of organizations who agreed to participate in the research. The sample is of convenience as it is not known the probability of selection of each of the recipients (Schonlau, Fricker Jr, & Elliot, 2001) and because the participating organizations responsibility for the dissemination of the questionnaire is done in an autonomous way and without indication of any selection criteria.

Considering the scope of the target population, it was considered the web application of the instrument.

The last (*third*) pre-test was aimed to academic people from the field of management, psychology, organizational behavior and marketing. With this pre-test we concluded the construction process with the legitimacy of the instrument.

Thereafter, we started to disseminate the instrument to *measure employee brand effect* in organizations from November 27, 2014 until April 30, 2015, with a participation of 30 organizations in the sectors of industry and services in central Portugal and achieving a total of 725 questionnaires answered and validated, as shown in Table 5.

Table 5. *Distribution of answers to the questionnaire by sectors of activity.*

Activity Sector	Number of employees	Organizations participants	Total Organizations	Total questionnaires
Services	Up to 10	3	16	332
	From 11-50	7		
	From 51-250	4		
	Over 251	2		
Industry	Up to 10	0	14	393
	From 11 to 50	8		
	From 51-250	5		
	Over 251	1		
TOTAL		30	30	725

The data collected were organized in a database and to perform their statistical analysis it was used the *software* IBM SPSS (*Statistical Package for Social Sciences*), version 23.0 for Windows.

3. Validity and reliability of the instrument

In order to study the factorial structure and to analyze the reliability of the constructs that make up the instrument developed, we applied *Optimal Scaling* for assigning a new numerical quantification of the categories of each qualitative variables (Marôco, 2010).

According to Hill (2012), a particular construct is reliable if consistent. To analyze the internal consistency of our constructs, it was used the Cronbach *alpha* (Pestana, & Gageiro, 2008) and to define the structure of the set of items comprising the constructs was used the exploratory factor analysis technique (Marôco, 2010).

Regarding sample size and Kaiser-Meyer-Olkin (KMO) statistics, according to Marôco (2010) recommendation, the results were considered excellent for two constructs (Interpersonal Relations, and Management Support, with KMO values respectively of 0.955 and 0.952) and good for other two constructs (Organizational Socialization and Brand

Socializing, respectively with 0.825 and 0.870). For more information about these criteria see, for example, Nunnally (1978), Kline (1986) and Hill (2012). These results show that it makes sense the application of factor analysis technique to define a factor structure for the constructs that make up the instrument in study.

For the extraction of the factors it was used the principal components method and the *varimax* rotation method, as suggested by Marôco (2011) and Pestana and Gageiro (2008). To measure the minimum number of factors to retain it was used the Kaiser criterion.

Regarding the lower communities to 0.5, according to Hair, Black, Babin and Anderson (2010), these items may or even should be included in the analysis; the researchers believes that they are quite important for the purpose of the study. For the retention of an item in a certain factor is considered the saturation value 0.3 (Pasquali, 1999; 2001; 2003; Hair *et al.*, 2010).

Below we present the data to the validity of the constructs under study.

3.1. Validity and reliability – interpersonal relationships construct

Table 6 presents the results of the factorial structure of Interpersonal Relationships construct.

Table 6. *Result of the factor structure and reliability of Interpersonal Relationships construct.*

Items	Dimensions of Interpersonal Relations construct			Commu-nalities
	Mentoring and helping relationships	Citizenship elements	Psycho-logical contract	
5 (vi) Your direct leadership helps you / supports you to achieve ever higher performance.	0.687			0.562
7 (vi) Your direct head transmits you confidence and gives you assurance that objectives will be achieved.	0.671			0.569
11 (vi) Your direct leadership takes organizational decisions regarding your interests (as a contributor).	0.729			0.562
12 Your direct leadership encourages you to make decisions on the scope of your duties.	0.574	0.307		0.470
14 Your direct leadership encourages you to examine the issues from different perspectives.	0.609			0.421
16 (vi) Your direct leadership supports you in your anxieties and fears that can harm your work.	0.725			0.549
17 (vi) Your direct leadership demonstrates satisfaction when you reach your expectations (short-term / current).	0.653	0.349		0.568
18 Your direct leadership conveys her optimism about the future.	0.695			0.547
19 (vi) Your direct leadership encourages you to do more than you thought to get.	0.743			0.579
20 (vi) Your direct leadership encourages you to develop your strengths.	0.773			0.655
21 (vi) Your direct head treats you as a person and not as a single employee.	0.509	0.553		0.603
22 Your direct leadership trusts you.	0.461	0.526		0.549
23 (vi) Your direct leadership helps you, continuously, to do more and better.	0.726			0.645
24 (vi) Your direct leadership is concerned with your personal well-being.	0.538	0.556		0.609
25 Your direct head is receptive to your personal concerns.	0.526	0.501		0.528
26 Your direct leadership can coexist socially outside the workplace.	0.461			0.281
27 Your direct leadership expresses respect for you as a professional.	0.466	0.558		0.599
32 The behavior of your direct leadership takes you to respect it.	0.558	0.372	0.301	0.540

33 (vi)	You are proud to work with your direct supervisor.	0.660	0.323		0.586
59 (vi)	You find your co-workers available to provide you the assistance or advice (personal).		0.707		0.506
61	Your colleagues have helped you to adapt to your organization.		0.656		0.445
62 (vi)	Your organization is committed to keep you as a contributor.		0.301	0.370	0.284
28 (vi)	You are concerned with the organization where you work as if it was yours.			0.653	0.479
29 (vi)	You make personal sacrifices for the good of the organization where you work.			0.584	0.356
30	You intend to become increasingly valuable for the organization where you work.			0.702	0.531
31	You plan to stay in the organization you work for long.			0.616	0.432
	Eigenvalues	10.641	1.476	1.336	**Total**
	% Variance Explained	29.423	13.012	9.308	**51.743**
	Cronbach *Alpha*	0.947	0.902	0.652	**0.942**

Caption: (vi) - Statements considered "very important" to Interpersonal Relations construct.

The construct Interpersonal Relationships can be defined by three dimensions: mentoring and helping relationships, citizenship and psychological contract elements that present saturation values between 0.301 e 0.773. The analysis allowed the determination of three dimensions, which allows an explanation of 51.74% of interpersonal relationships.

The first dimension, that brings together 19 items (5, 7, 11, 12, 14, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 32 e 33) is designated 'mentoring and helping relationships' and explains 29.42% of the variance. The second dimension consists of 12 items (12, 17, 21, 22, 24, 25, 27, 32, 33, 59, 61 e 62) and it is designated 'citizenship elements' and explains 13.01% of the variance. The third dimension is composed of six items (28, 29, 30, 31, 32 e 62) and it is called 'psychological contract', and explains 9.31% of the variance.

The 26 items that characterize this construct present a Cronbach *alpha* of 0.942, indicating a very good internal consistency, so it can be inferred that this measure is trusted to assess Interpersonal Relationships. 'Mentoring and helping relationships' dimension presented an *alpha* superior to the construct Interpersonal Relationships (α = 0.947), also indicating a very good internal consistency. This result is significant because it brings together a set of items that can explain very consistently that dimension.

The remaining two dimensions in particular 'citizenship elements' and 'psychological contract' have lower *alpha* values, respectively, α = 0.902 for 'citizenship elements', which is considered a very good consistency, and α = 0.652 for 'psychological contract' which presents a weak consistency.

Interpersonal relationships are fundamental to the process of Employee Brand Effect, especially when undertaken by 'mentoring and helping relationships' actions that enhance the 'psychological contract' in organizations.

3.2. Validity and Reliability – Management Support construct

Table 7 express the results of extraction of factors related to Management Support construct.

Table 7. *Result of the factor structure and reliability of Management Support construct.*

Items	Dimensions of Management Support construct			Commu- nalities

		Commu-nication	Development elements	Valuing elements	
01	Your direct leadership seeks to know your opinion about the mission / vision of the organization.		0.650		0.505
03	Your direct leadership communicates the goals you have to achieve in your function.		0.701		0.585
04 (vi)	Performance targets are discussed and defined in an objective way with your direct supervisor.	0.328	0.744		0.664
06 (vi)	Your direct head gives you feedback on your professional performance.		0.616		0.510
09	Your direct leadership assigns you tasks that allow you to learn new skills.		0.567		0.491
10	Your direct leadership is concerned with the development of your skills, allowing you (in the future) to be more employable in the labor market.	0.317	0.506	0.383	0.503
13	Your direct head allows you to progressively take more responsible decisions.		0.460	0.546	0.513
46 (vi)	Your organization promotes continuous / frequent communication.	0.705			0.595
47 (vi)	There is a clear, open and consistent communication within your organization.	0.750			0.643
48 (vi)	Your organization gathers information through the *feedback* of employees.	0.707			0.588
49	Your organization uses the information collected from employees to develop organizational strategies.	0.690			0.579
50 (vi)	In your organization, top management seeks to find ways to improve the satisfaction of its employees.	0.773			0.679
51	In your organization, there is cooperation between top management and employees.	0.697		0.354	0.625
52 (vi)	Your organization creates opportunities for your career development (progression).	0.491		0.555	0.573
53	It is given the opportunity to participate in the development of new initiatives in your organization.	0.329		0.659	0.573
54 (vi)	Your organization provides you with opportunities to work as a team.			0.546	0.389
55 (vi)	Your organization gives you a competitive salary.	0.458			0.294
56	When you joined, the organization helped you to understand the contribution of your role in the organization.	0.556			0.377
57	Your organization has into account your goals and values.	0.669		0.361	0.618
58	Your organization has clearly defined the results you expect from your job.	0.586	0.343		0.499
60	Your organization has given you training / vocational training.			0.576	0.381
63 (vi)	You find help in the organization when you expose a personal problem.	0.425		0.406	0.362
65 (vi)	When doing your role you know why / why to do things, not just how to do them.			0.418	0.269
	Eigenvalues	9.151	1.555	1.105	**Total**
	% Variance Explained	24.063	14.004	13.300	**51.366**
	Cronbach *Alpha*	0.923	0.834	0.852	**0.931**

Legend: (vi) - Statements considered "very important" to Management Support construct.

Three dimensions were retained that explain 51.37% of the total variability of the construct Management Support. These dimensions could be interpreted as *communication, development elements* and *valuing elements*. These construct have saturation values between 0,317 e 0,773.

The first dimension that brings together 15 items (4, 10, 46, 47, 48, 49, 50, 51, 52, 53, 55, 56, 57, 58 e 63) is designated 'communication' and explains 24.06% of the variance. The second dimension is composed of eight items (1, 3, 4, 6, 9, 10, 13 e 58) and is designated 'development elements' and explains 14% of the total variability. The third dimension

consists of 10 items (10, 13, 51, 52, 53, 54, 57, 60, 63 e 65), and is designated as 'valuing elements', and explains 13.3% of the variance.

The 23 items that characterize the construct Management Support presented a Cronbach *alpha* equal to 0.931, which allow us to conclude that there is very good internal consistency and that this measure is trusted to assess the Management Support.

The dimension 'communication' has an *alpha* $\alpha = 0.923$ and brings together a set of items that can explain in very good shape the internal consistency. The remaining dimensions have very similar values, respectively, $\alpha = 0.834$ and $\alpha = 0.852$ that are considered a good consistency.

This construct reinforces the importance of 'communication' and its actions for the success and development of the Employee Brand Effect. Communicate, clearly and consistently, is a condition for the employees' development and enhancement.

3.3. Validity and reliability – Organizational Socialization construct

Table 8 presents the results of the factorial structure of Organizational Socialization construct.

Table 8. *Result of factorial structure and the reliability of Organizational Socialization construct.*

	Items	Dimensions of Organizational Socialization construct			Commu-nalities
		Job satisfaction	Valuing elements	Citizenship elements	
38	You feel like an employee respected and valued at the organization You work for.	0.647	0.360		0.566
40	You feel you can trust the top management of the organization where you work.	0.733			0.614
41 (vi)	You feel satisfied with the working conditions that the organization where you work currently provides.	0.792			0.632
43 (vi)	You refuse another organization if it showed up tomorrow.	0.657			0.436
44	You like to talk positively with others about the organization you work for.	0.502		0.302	0.372
45	You like to live outside the organization where you work with your direct supervisor.	0.478			0.314
64	Your organization provides recreational activities among employees (culture, sport, games, picnic, etc.).	0.359			0.221
02	Your direct leadership asks your opinion on what direction the organization should follow.		0.738		0.602
08	Your direct leadership asks you suggestions for the existing problems.		0.802		0.691
15	Your direct leadership assigns you tasks that promote the relationship with others as co-workers.		0.344		0.275
34	You perform more tasks than it is required by the organization.		0.408	0.381	0.331
35 (vi)	You accept goals / increasingly challenging goals in the organization where you work.		0.367	0.511	0.406
36 (vi)	You actively look for internal opportunities.			0.560	0.358
37 (vi)	You perform only for what you are paid to do.			0.562	0.339
39 (vi)	You help voluntarily colleagues whenever necessary.			0.549	0.306
42 (vi)	You like the work you do.			0.510	0.349
	Eigenvalues	4.246	1.360	1.205	**Total**
	% Variance Explained	18.396	12.300	11.878	**42.574**
	Cronbach *Alpha*	0.772	0.686	0.597	**0.815**

Three dimensions were retained that explain 42.57% of the total variability of Organizational Socialization construct. Although the percentage of variance explained by the model is lower than the organizational socialization that is a very cross-sectional area that brings together various dimensions and should, to obtain greater consistency of variables, retain a smaller set of dimensions with a higher number of items.

The Organizational Socialization construct was thus composed of three dimensions referred to: *job satisfaction*, *valuing elements* and *citizenship elements* that have saturation values between 0.302 e 0.802.

The first dimension congregates seven items (38, 40, 41, 43, 44, 45 e 64) and it could be interpreted as 'job satisfaction' and explains 18.4% of the variance. The second dimension includes six items (2, 8, 15, 34, 35 e 38) and is called 'valuing elements' and explains 12.3% of the total variability. The third dimension includes seven items (34, 35, 36, 37, 39, 42 e 44) and it is called 'citizenship elements' and explains 11.88% of the total variability of Organizational Socialization construct.

The 16 items that feature the Organizational Socialization construct present a Cronbach *alpha* equal to 0.815, indicating good internal consistency. Therefore, we can say that this measure is trusted to assess Organizational Socialization. The dimension 'job satisfaction' has an *alpha* $\alpha = 0.772$, indicating an average internal consistency. Weaker, is the internal consistency of the dimension 'valuing elements' that has an $\alpha = 0.686$, denouncing a poor internal consistency. Even weaker is the *alpha* of 'citizenship elements' ($\alpha = 0.597$). However, as it is very close to 0.6, it could be considered bad but acceptable.

Given this statistical finding, we considered the reduction of the factor structure for two dimensions, which would represent only a percentage of explained variance of 30%. Being permissible that, for the social sciences, values of the percentage of variance explained less than 50% are satisfactory, it was not considered viable the percentage of 30% for representation of Organizational Socialization.

3.4. Validity and Reliability – Brand Socialization construct

Table 9 presents the results of the factorial structure of the Brand Socialization construct.

Table 9. *Result of the factorial structure and reliability of Brand Socialization construct.*

	Items	Dimensions of Brand Socialization construct			Commu-nalities
		Citizenship elements	Compromise between brand and organization	Brand image behavior	
68	Your organization informs employees on principles and values that enable them to build and protect brand image.		0.791		0.684
66 (vi)	You recognize that your organization has a brand image.		0.311	0.593	0.462
67	Top management shows concern for the brand image that the organization has.		0.636	0.328	0.512
69	Your organization will inform you of which should be your attitude / stance in defense of the brand image.		0.824		0.742
70	Your organization communicates you the importance of your role has to the brand image.	0.304	0.774		0.694

71 (vi)	Before acting, you consider, in any situation, the impact on the brand image of your organization.	0.724			0.580
72 (vi)	You make an extra effort (beyond what is expected and as part of its function) in the defense of brand image of your organization.	0.663			0.502
73	You take responsibility for tasks outside your functional area to defend the brand image of your organization.	0.707			0.519
74 (vi)	When you act, you demonstrate behaviors that are consistent with the brand image that the organization seeks to convey.	0.668			0.510
75	You convey your knowledge about the brand of your organization to new employees.	0.407		0.386	0.323
76 (vi)	You act always protecting the brand image of your organization.	0.544		0.505	0.558
77	You are concerned about the future image of your organization.	0.318		0.651	0.527
78 (vi)	You are proud to be part of your organization's identity.			0.788	0.668
79 (vi)	You recommend your organization to family and friends, i.e. the relationships outside your job.			0.648	0.454
Eigenvalues		4.908	1.618	1.208	**Total**
% Variance Explained		19.232	18.194	17.815	**55.242**
***Alpha* de Cronbach**		0.800	0.789	0.771	**0.857**

Legend: (vi) - Statements considered "very important" to Brand Socialization construct.

A first analysis suggested the retention of three dimensions that can explain 55.2% of this construct designated: *citizenship elements, compromise between brand and organization* and *brand image behavior*, which exhibit saturation values between 0.304 e 0.824.

The first dimension embraces eight items (70, 71, 72, 73, 74, 75, 76 e 77) and it is referred to as 'citizenship elements'. It is the construct with the highest percentage of explained variance (19.23%). The second dimension, brings together five items (66, 67, 68, 69 e 70) and it is called 'compromise between brand and organization' and explains 18.19% of the variance. The third dimension, which has seven items (66, 67, 75, 76, 77, 78, 79), is designated 'brand image behavior' and explains 17.82% of the total variability.

The 14 items that feature the Brand Socialization construct present a Cronbach *alpha* equal to 0.857, indicating good internal consistency, so it can be assumed that this measure is trusted to assess Brand Socialization. The 'citizenship elements' dimension presented an α = 0.800, indicating good internal consistency. The other two dimensions have *α* values of 0.789 and 0.771, respectively, indicating a reasonable internal consistency.

Note that in all constructs where Cronbach *alpha* analysis was performed, if an item it is deleted it was found that the exclusion do not help improve the internal consistency of the dimensions of the constructs.

The results are significant and can explain in a very consistent manner that the constructs in the analysis have a *good* internal consistency level in Organizational and Brand Socialization and a *very good* consistency in Interpersonal Relations and Management Support.

4. Conclusions

This paper reflects the application of an innovative approach in the development of a new instrument to *measure* the *employee brand effect* in organizations, which adds the dynamics of mentoring and helping relationships to the EeB process, defended by Miles and Mangold (2004).

The socio-technical process used in the creation of the questionnaire and in the objectivity of the statements allowed us to ensure the simplicity of responses, considering the perceptions of employees. The response scale used ("True", "Hesitation", "False", "Not applicable") proved to be adjusted to the perception of the organizational situation.

This construction process also allowed a clear perception of what should be measured and how to do it, respecting the characteristics of the desired type of respondent.

The simplicity obtained whether through statements or the response scale used, also allows the review, in a clear and transparent manner (since it leads to a more truthful and less influenced answers by the existing organizational culture) and several organizational reality factors, including commitment.

With use of factor analysis techniques and internal consistency analysis it was possible to validate and analyze the reliability of the constructs included in the instrument to measure the Employee Brand Effect. The results revealed a *good* level of internal consistency for 'Organizational Socialization' and 'Brand Socialization' and a *very good* level for 'Interpersonal Relations' and 'Management Support'. We can say that statistical procedures prove that the items of each construct under study are significantly correlated.

The results answer to the research objective aimed to validate the new instrument that considers the introduction of mentoring and helping relationships variable in the informal model of employee branding of Miles and Mangold (2004; 2005), measuring the new *employee brand effect*.

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