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Investigating the relationship between corporate brand personality and employee brand commitment

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Master of Business Administration

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ABSTRACT

Corporate brands in today's business landscape are complex and multifaceted, with employees playing a critical role in the building of those brands. As employee brand commitment forms an important part of building a corporate brand, it would be beneficial to understand the drivers of employee brand commitment in order to better understand the corporate brand. One of the main aspects of employee brand commitment is the personality of the corporate employer brand.

This research aims to determine the relationship between corporate brand personality and employee brand commitment.

By utilising the Corporate Brand Personality Scale and employee brand commitment measures, a quantitative survey was administered to 250 members of an online research panel.

Exploratory factor analysis was used to determine the most common elements of the Corporate Brand Personality Scale. Thereafter, regression analysis was performed to determine the role of brand personality in predicting an employee's commitment to their corporate brand.

The results of this study show that factors of corporate brand personality have a significant influence on employee brand commitment. Further discussion into factor analysis shows that progressive and steadfast personality traits have a significantly positive effect on employee brand commitment, whilst supercilious personality traits have a negative effect on employee brand commitment.

KEYWORDS

Corporate personality, employee brand commitment, brand engagement.

DECLARATION

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

_____ _____

Liam L Carter Date

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CHAPTER 1: INTRODUCTION, AIM AND PURPOSE OF STUDY

1.1 Introduction

1.1.1 Background

"Corporate brand management has increasingly been seen as a strategic issue from the point of view of shareholders/owners, top management and other stakeholders for several reasons" (Rindell and Strandvik, 2010, p. 276).

In today's business environment the element of brand is fast becoming the cornerstone of customer company relations. Furthermore, it is becoming a vehicle for employee/employer relations. Kotler and Keller (2006) noted the importance of the decision making process of potential customers in relating and purchasing a specific brand. As mentioned by Rindell and Strandvik (2010), corporate brands have multiple stakeholders, with employees forming a part of this group. It can thus be said that high levels of employee brand commitment is desirable for a successful corporate brand. Customer-based brand equity on the one hand has vast bodies of research; companies are constantly finding new ways to connect and develop a relationship with their customers (Pappu et al, 2005). Employee brand commitment forms an element of employee brand equity in which there is little research however.

The role of corporations in society has evolved from one where their responsibility was seen as being exclusively to shareholders, to one where the role of other stakeholders, such as employees and suppliers, are acknowledged (Wixley & Everingham, 2010). With this in mind, as mentioned above, the stakeholder model has many different players; therefore one can note that employees form a fundamental pillar in the stakeholder model.

In their recent work, Devasagayam et al. (2010) placed significant importance on focusing on the internal stakeholders of a business. The employee is seen as a fundamental pillar of the company and is responsible for the ambassadorship of the brand to the external market. With this in mind, Devasagayam et al. (2010) look at the need for and efficacy of internal brand communities. These communities provide an opportunity to study the strategic intention of brand community membership. Devasagayam et al. (2010) showed that internal brand communities need to exhibit distinct characteristics to encourage basic participation. This leaves a gap for this study to explore the very nature of these characteristics and their influence on employee brand commitment.

March Schuman, international chairperson of the IABC (International Association of Business Communicators) believes that the accomplishment of an organisation can be underpinned on the quality of communication internally (Bizcom, 2009). Is it the qualities of this communication or the characteristics that it embodies that stimulate employee commitment to the brand? For example, a corporate brand that

basis their brand on a personality characteristic like trust, would need to ensure that their communication and overall brand presence show that characteristic.

If employees form a pillar of the stakeholder model, it is thus important to investigate the nature of the relationship they have with the corporate brand. This research paper aims to bridge the gap between the brand personality of corporate brands and the level of employee brand commitment. Employee brand perception is multifaceted; it is the argument of this research that corporate brand personality plays a vital role. This paper aims to establish the relationship between the perceived corporate brand personality and the effect it has on employee brand commitment. Employee brand commitment can be determined by measuring the extent to which the employee will measure effect, identification and attachment to the brand (Kimpakorn & Tocquer, 2010). By measuring employee perceptions and employee brand commitment, the research will be able to determine the elements of the brand personality that best resonate with a committed employee. This study will also look at the role that corporate brand personality plays in predicting employee brand commitment.

1.2 Clarifying terminology

Many of the articles used throughout this study have different constructions of corporate brand and employee commitment. It is important to note that in the case of this study that:

- Kotler and Keller (2006) defined a brand as a, "name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors" (p. 150).
- Corporate brand personality – refers to the perceived personality of the brand if the respondent were to personify the corporate brand that they work for.
- Employee brand commitment – refers to the employee's willingness and advocacy of the brand to other people. The Employee Brand Commitment Scale is taken from the work of Kimpakorn and Tocquer (2010).

1.3 Need for research

1.3.1 Research scope

Cook and Wall (1980) viewed corporate brand commitment as having unidimensionality. They further defined employee brand commitment as an employee's acceptance of an organisation's goals and values. It is important to note then, that this study looks at one aspect of employee brand commitment. This limits the research scope of this study as it does not look at the other potential drivers of employee brand commitment, but rather chooses to focus on corporate brand personality as a possible driver.

1.3.2 Research problem and motivation

Davies and Chun (2002), Devasagayam et al. (2010) all discussed the importance of employer brand and employee commitment. Employees need to commit to the corporate brand they work for. Whilst employers are investing heavily in their internal brand engagement programmes, little is measured in the way of the characteristics and perceptions of the corporate brand on the employee.

Foster, Punjaisri and Cheng (2010) noted that the majority of internal branding literature today focuses on the adoption of the corporate brand values to the employee on a personal level – it fails to look at the aspects of the brand that elicit employee commitment (appendix 1). It is important to notice that Foster et al. (2010) conducted this study by evaluating the external facing communication and the effect it had on the staff. It is this very communication that forms part of a corporate brand personality. The Corporate Brand Personality Scale aims to drill further into the 'communication' referred to above by quantifying the effect it has on the employee. It is important to note that we are looking at one aspect of the communication that is facing employees; this study does not assume that an employee's sole basis of employee brand commitment is based on external communication only.

This paper aims to determine which aspects of the brand resonate with the employee. Corporate brand personality is one important aspect of employee perception (Davies, 2010).

The objectives of the study are to:

1. Review current literature on corporate branding, brand personality and employee branding; and
2. Empirically test the relationship between an employee's perception of their employer brand's personality and their level of commitment to the employer brand.

1.4 Structure of this study

Chapter 2 – Literature review: The following literature review aims to develop an argument for the need for the specific study of Corporate Brand Personality and Employee Brand Commitment. Corporate Brand is explored to identify the elements that have been previously covered in existing literature.

Chapter 3 – Research questions, propositions and hypotheses: Chapter three clearly states the research questions at hand.

Chapter 4 - Research Methodology: Chapter four will outline the various methods used in this study. The aim of this chapter is to gain understandings into the method of data collection and empirical analysis to follow in chapter 5.

Chapter 5 – Results: Chapter 5 will present all results found through empirical analysis, and form the basis of discussion in chapter 6.

Chapter 6 – Discussion of results: Chapter 6 uses the data found chapter five for discussion and analysis. This chapter will form the basis of the report findings.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Employee engagement is a topic frequently mentioned by practitioners in the marketing world, however there is no literature that discusses the interplay between qualities of corporate brand personality and employee brand commitment. The readings referenced below have been selected to form a body of referential knowledge. Although the focus of the literature review is to explore the research that has been carried out thus far on the constructs of employee brand commitment and brand personality, the chapter begins with a brief overview of corporate brands, before discussing the importance of employees as key corporate brand stakeholders and internal branding.

2.2 Types of brands

Noticeable, relevant, resonant and unique – Moroko and Uncles (2008) discussed these above-mentioned commonalities exist between consumer, corporate and employer branding. For the purposes of this paper and the framework of this literature review, corporate and employer branding will be briefly discussed.

A corporate brand is a promise between the stakeholder group and the organisation (Balmer, 1998). A corporate brand can represent any form of

business, but is not to be confused with product branding or a service brand. Balmer (1998) defined a corporate brand as an explicit promise from an organisation to the key stakeholder groups. The identity and values need to be clearly defined and communicated to all members of the stakeholder groups. Corporate branding involves planned management of behaviour; this behaviour must embody total commitment from the employees to the brand (Balmer, 2001).

Ambler and Barrow (1996, p. 187) defined an employer brand as, “the package of functional, economic and psychological benefits provided by employment, and identities with the employing company”.

Boyd and Sutherland (2006) discussed that recent attempts to create a cross section between marketing practices and the traditional HR function has entered into the realm of employer/employee branding.

As Moroko and Uncles mentioned, a corporate brand needs to be noticeable, relevant, resonant and unique, but which of these elements ties into corporate brand personality?

2.3 Branding

Kotler and Keller (2006) further discussed brands as a signal of a level of quality for customers. It is important to note that primarily, brand studies have been

conducted on an external, customer-facing front. Only recently have the academic and corporate worlds turned their attention to the internalisation of a brand.

Baumgarth and Schmidt (2010) stated that, "a strong brand and identity are clearly important drivers of corporate success in the business to business context. It follows that the behaviour of employees should be as consistent as possible with the brand identity and expressed brand values" (Baumgarth & Schmidt, 2010, p.1250). They further explained the importance of internal brand equity and the need for high commitment to the corporate brand.

Baumgarth and Schmidt (2010) completed a study on the creation of an internal brand equity model. This model was designed to give a specific measurement value to internal brand equity. The model fails to bring into discussion the quality and adoption of the employer brand. The model lists the following determinants (appendix 3):

- Brand orientation – Company level
- Internal brand commitment – Individual level
- Internal brand knowledge – Individual level
- Internal brand involvement – Individual level

These determinants form the basis of an internal employee engagement measurement tool. It is important to note that internal brand commitment at an individual level forms part of this model. Whilst Baumgarth and Schmidt (2010) put forward a useful model, little is discussed on what exactly constitutes employee

brand commitment.

Evans and Redfern (2010) outlined the following five key steps to successful engagement:

1. Involve employees in strategic decisions made by senior management
2. Create buy-in to the decision
3. Deal with suspicion
4. Building trust
5. Create a positive and credible employee voice in a culture where employees want to contribute and get involved

Building trust, as mentioned above, constitutes the overall perception of the corporate brand; therefore the perception of the brand personality is vital in Evans and Redfern's five key steps to engagement.

According to Foster et al., brand value alignment is an important element when recruiting employees. "Statements of intent made by the company therefore become a key reference sources for candidates to compare their needs and values with those of the organization" (Foster et al., 2010, p. 408).

Punjaisri and Wilson (2007) completed a study that discussed the role of internal branding in the delivery of the brand promise. The authors created a tool that measured the employee's perception of the brand values and the way in which that influences their ability to deliver on the brand promise. The research methodology

consisted of qualitative methods, where in-depth insights were achieved. The results of which showed that employees are aware of the employee engagement paradigm on a brand level, moreover they respondents were excited to be involved in such initiatives.

The literature makes reference to the quality of communication on various occasions. Mitchell (2002) developed a tool kit to be used in creating communication materials that employees will activity engage with (appendix 4). This tool kit takes an interesting view on the emphasis of beliefs rather than intentions. This section of the tool kit discusses the relevance of communicating brand values and the brand essence. This tool kit in its current state is not an empirical testing tool kit, however this study will make use of its principles to create a scale with which these elements can be tested. This will be further developed in the methodology discussion of this paper.

2.4 Corporate brands

Balmer further stated that the organisation's identity needs to be made known in a form that clearly states the brand positioning – this positioning forms the basis of all brand communication. Corporate brand management involves total commitment from the employees to deliver the brand promise (Balmer, 2001). Balmer and Gray (2003) discussed the importance of the corporate brand as a powerful tool to

distinguish a company or offering. Does the personality of the brand make a significant influence on the commitment the employees have towards it?

In 2008 King and Grace presented a paper that empirically measured Employee Based Brand Equity (EBBE) (Appendix 5). The model that was presented featured elements of information generation, knowledge dissemination and role clarity, amongst others. The model was further developed to look at the interplay and effect that each of these constructs had on one another. The overall development of this EBBE model has relevance to the empirical base of employee engagement literature as they provide insights into how organisations can successfully manage a employee engagement programme and build brand equity from within the organisation. In this model, King and Grace show brand commitment as being a relation of knowledge dissemination. This model has relevance to this study as the Corporate Brand Personality Scale will outline the aspects of the brand that feed into knowledge dissemination – and thus could be a useful tool in building employee-based brand equity through identifying the personality traits that are relevant to the brand – this will be further explored in this study.

Thorbjørnsen and Supphellen (2011) discussed that the development of Core Value Behaviour (CVB) in companies are paramount to engaging with a workforce. “Companies should choose core values that resonate with the values of employees and actively explain their special relevance and importance for the company. There is no change without motivation for change” (Thorbjørnsen & Supphellen, 2011, p.

75). The point is made that if an employee does not have a full understanding of the company values, any further brand communication is a pointless exercise. Thorbjørnsen and Supphellen further noted that specific training in CVB will further help develop the company culture. Core Value Behaviour is important as it forms the very basis of the value of brand. It can be argued that brand values have to be perfectly aligned with company values in order for an employee to be engaged. If Core Value Behaviour is an element that must resonate with the employee, corporate brand personality must play a part in value behaviour and thus on employee commitment.

Corporate brands today are increasing being seen as a dynamic life form which is constantly evolving and changing (Rindell & Strandvik, 2010). Rindell and Strandvik (2010) categorised the dynamism of the corporate brand into four archetypes:

- Brand Renovation
- Brand Evolution
- Brand Building
- Brand Emergence

Two dimensions influence these four archetypes: control and change. 'Control' is explained as the extent to which the company controls the dimension of the brand, while 'Change' is the extent to which the corporate brand makes no change, or a continuous change. This model is developed to identify evolving strategic corporate branding and the influence the strategy has on the corporate brand. The

result in their study put forward the development of the following two constructs of the corporate brand: image-heritage and image in use. Whilst these constructs play a vital role in corporate brand evolution, nowhere do they discuss the importance of the brand personality in formulating corporate brand strategy.

2.5 Employee branding vs employer branding

Bergstrom, Blumenthal and Crothers (2002) discussed the importance of employee engagement in overall stakeholder brand engagement. The authors refer to three main elements in employee engagement: communicating the brand effectively to employees, discussing the relevance of the brand to the individual and linking the brand to each employee's day-to-day activities, i.e. living the brand essence. The methodology discusses and outlines the '5 C's' approach to engagement.

The 5 C's include:

- Clarity
- Commitment
- Communications
- Culture
- Compensation

This methodology is particularly relevant when constructing and modelling a brand engagement process; the relevance to this study lies in the commitment. This shows that there is a gap in the research for the exploration into employee brand commitment.

Mahnert and Torres (2007) discussed the 25 key factors (Appendix 2a) or variables outlining the key to the success or failure of employee engagement. They then developed a framework (Appendix 2b) they termed the Consolidated Internal Branding Framework (CIBF), which can be used to execute and evaluate an internal brand alignment programme, i.e. an employee engagement initiative. This article has particular relevance to this study where they discuss the need for planning and executing the internal branding programme. The authors stress the importance of the value culture fit in the organisation and the content of the communication, discussing that the content needs to be on brand. This is vital in creating employee buy-in and brand dissemination.

Dr. Richard McBain from the Henley School of Management (2007) established three main drivers of employee engagement:

- The Organisation – organisational culture, values and vision, the brand
- Management and leadership – Senior Management, line management and communication
- Working life – recognition, supportive colleagues, general working environment etc

McBain developed a model for engagement and commitment that incorporates the above mentioned key drivers, as well as the psychological contract, organisation commitment and engagement (Appendix 3). His conclusions discussed the

importance of engagement programmes - not as HR functions, but rather as strategic tools for an organisation to grow.

Foster, Khanyapuss, and Cheng (2010) set out explore the relationship between internal branding, employer branding and brand alignment. Whilst internal branding is fast becoming a practice of organisations worldwide, the premise relies on employees understanding the brand promise and their own ability to deliver on the promise. “A general assumption here is that employees who more closely engage with brand values are likely to display greater commitment and be more intellectually and emotionally connected to the organisation” (Foster et al., 2010, p. 408). Foster et al. (2010) also noted that the importance of attracting the correct employee to the organisation is vital for the engagement of that employee in the firm as a whole. Therefore the quality of the employer’s branding activities can be make or break in ensuring internal brand alignment. It becomes a question of calibre – the calibre of employee the company sets out to attract and the calibre of the brand communication when recruiting employees. It is this element of attraction that becomes vital to this study – which elements of the Corporate Brand Personality make the brand attractive to the potential employee?

Yaniv and Farkis (2005) completed a study which discussed the notion of the Person-Organization Fit (POF). The study looked at the relationship between the POF and Employee Brand Perception (EBP). The main hypothesis behind this study looks at the correlation between POF and EBP, where a positive correlation

indicates a positive fit in an organisation. Whilst Yaniv and Farkis looked at employee brand perception, they did not include brand personality, thus indicating a possible gap for exploration.

Jiang and Iles (2011) conducted a study that looked at employer brand equity and its effect on company attractiveness. The respondents of the study were asked a range of questions centring around economic value, social value and brand trust – they formed a independent variable labelled as Employee-Based Brand equity. The study further tests employee-based brand equity on an organisation's attractiveness. Whilst the study yielded strong results to say that a firm employee-based brand equity will increase the overall attractiveness of the company in the eyes of the future employee, it fails to mention the impact of the brand personality.

2.6 Corporate brand personality

Davies and Chun (2002) discussed the gaps of external customer brand perception (image) and internal employee brand view (identity). They used a 'Corporate Brand Personality Scale' to measure the employee perceptions of the company. Their study shows that the principal gaps in the two above-mentioned constructs lie in the corporate values and behaviour alignment. The way in which an employee acts towards a customer is a direct reflection of the customer's perception of the corporate brand (Davies & Chun, 2002).

Davies (2008) made use of the Corporate Brand Personality Scale to determine how an employer brand influences an employee's perception of the corporate brand. By using a multidimensional scale of brand personality, Davies discussed that:

- Employee satisfaction was predicted by agreeableness
- Employee affinity is influenced by agreeableness and ruthlessness
- Employee loyalty by enterprise and chic

Corporate brand personality, however, is much more about perceptions of employees — both senior management and customer-facing — that make up the company as well as the organisation as a whole" (Keller & Richey, 2006, p. 76). Keller and Richey defined the corporate brand personality as having personality traits centring around Body, Heart and Mind (Appendix 8). These three traits are manifested through the measure of six inter-related sub-constructs namely:

- Creative and Disciplined
- Collaborative and Agile
- Passionate and Compassionate

This model is particularly relevant to this study as it has a certain resonance with the Corporate Brand Personality Scale used in this study. Keller and Richey broadly based this model on previous academic work, however they did not stipulate which, therefore not allowing for empirical testing as is needed in this study.

It has been said that a brand's vision and mission statement can contribute to the corporate brand personality (Ingenhoff & Fuhrer 2010). This was supported by the research conducted by Ingenhoff and Fuhrer (2010). Their findings show that whilst a company's vision and mission statements do show certain elements of brand personality, the top line management respondents of the study did not differentiate across different companies. This is an indicator that companies are basing their visions and missions on industry norms rather than on the inherent personality seen by the employees. This leaves room for this study to look at brand commitment as a consequence of corporate brand personality.

Ceridwyn King stated that, "Given that employees require relevant and meaningful information to exhibit desired behaviours, the dissemination of brand knowledge is important" (King, 2010, p. 519). King designed a study to actively look at the effect of internal brand management on tourism and hospitality's ability to display brand supportive behaviours. King developed a questionnaire that included the following constructs: brand knowledge dissemination, role clarity, brand commitment and brand supportive behaviour (Appendix 4). The study found that, amongst other constructs, brand dissemination has an effect on brand behaviours. This is particularly relevant when discussing the level at which employees identify and understand the brand of the organisation they work for.

As mentioned above, Davies and Chun (2002) explored the perceptions of the internal and external corporate brands by surveying their employees and

customers using the 'Corporate Brand Personality Scale'. They developed two main ideals – the customers' perceptions of the *image* of the company and the *identity* of the corporate brand to the employee – i.e. the employee's view of the corporate brand. Any gaps that exist between the image and identity can result in a negative effect on company performance. Whilst Davies and Chun based their study on department stores, the fundamental ideal they are discussing can be carried over into any form of business space. The Corporate Brand Personality Scale is designed to personify the brand. By personifying the brand for both internal and external audiences, it becomes easy for the respondent to identify with the brand and produces interesting insights into perceptions as a whole. This study will use elements of the Corporate Brand Personality Scale in order to demonstrate the perception of the employer brand quality for employees. This study, however, will look at how a company personality influences the level of commitment elicited by the employee.

In a further study, Davies (2007) used the Corporate Character Scale to explore the role of the employer brand in influencing employees. The scale has been designed to describe a company or brand by using certain characteristics or traits. Davies modified the Corporate Character Scale for a study on employer brand and the influence it has on managers. Differentiation, affinity, satisfaction and loyalty are four outcomes that best represent employer/employee relations (Davies, 2007). Davies (2007) used a model based on the following constructs (Appendix 2):

- Agreeableness (supportive and trustworthy)

- Affinity (agreeableness and ruthlessness – aggression and control)
- Perceived differentiation and loyalty (enterprise and chic)
- Competence (reliable and leading)

By using a cross section analysis of these elements from results gained in a survey measuring brand personality and employer association, Davies determined that employers need to focus on affinity in order to get the most out of their employees. The Corporate Brand Personality Scale was used in this study to look at corporate brand personality in a South African context. Building on this, it is the purpose of this study to identify which elements of the Corporate Brand Personality Scale are related to employee brand commitment.

2.7 Employee brand commitment

Commitment to the internal brand is a significant challenge; without a level of consensus and understanding, employees will not commit to their employers (Bergstrom et al., 2002). Consensus is possible in a corporate brand through a process of compromise, discussion and refinement, until all employees show their commitment (Bergstrom et al., 2002).

Kimpakorn and Tocquer (2010) conducted a study to determine the links between service brand equity and employee brand commitment. Using an Employee Brand Commitment Scale, Kimpakorn and Tocquer found that brands with strong equity have a stronger level of employee brand commitment. This study will use the

Employee Brand Commitment Scale to determine an employee's commitment to the corporate brand they are currently employed by.

Devasagayam et al. (2010) discussed how the focus on external stakeholders has recently moved to the focus on internal stakeholders, i.e. the employee. The rationale behind this thinking, according to Devasagayam, is to "increase their buy-in to the brand and persuade them to act as ambassadors who promote the brand to those outside" (Devasagayam et al., 2010, p. 217). A key factor of this study is that the quality of internal communication and commitment to an internal sense of community results in higher returns for the external stakeholder. The first hypothesis in the Devasagayam et al. (2010) study dealt with the employees' sense of community membership, based on the communications initiated by the employer's brand internal initiatives. This can be further extended to this study by investigating the sense of community experienced by the employee in their workplace. An important factor leading to the growth of the 'internal sense of community' requires employees who feel a sense of community within the organisation; Employees that identify and engage with the brand can will increase their engagement with brand related communication; support corporate initiatives; develop and sustain further relationships with other ambassadors internally and gain higher satisfaction from their internal with the external stakeholders. Whilst Devasagayam et al. (2010) discussed the need for employee commitment to the internal community, they do not discuss the relevance of the corporate brand.

Awwad and Agti (2011) used a model from Meyer and Allens' 1991 study which consists of the three dimensions of organisational commitment:

- Affective commitment – the employee state of emotional attachment to the organisation
- Normative commitment – referring to the employee's belief that society values employee loyalty
- Continuance commitment – the degree of personal sacrifice associated with leaving a position

These three constructs of commitment were used to ascertain the effect of internal marketing on organisational commitment. Awwad and Agti (2011) found that internal marketing had a positive effect on organisational commitment in the banking industry.

"Marketing managers need to understand that in services, the brand is built from inside first through the elaboration of a brand identity and that employees are the foundation of the brand" (Kimpakorn & Tocquer, 2010, p. 388). Kimpakorn and Tocquer (2010) investigated the influence on the internal brand alignment to brand equity in the hotel industry. Their findings conclude that the ability of the brand to deliver its brand promise to its customers is as important as the brand's commitment to their employees. They further noted that employees that embody the brand values fulfil the brand promise by passing on that promise directly to the organisation's customers. This is particularly important in the employer-branding realm when attracting the staff that will best embody the values of the company.

Kimpakorn and Tocquer adapted the British Organisational Commitment Scale as developed by Cook and Wall (1980). It is their adaptation that will be used for this research paper.

2.8 Conclusion

The literature reviewed above has shown the various facets of corporate brand, corporate brand personality, employer branding, employee branding and employee brand commitment. Constructs of personality were based on studies looking at specific industries and the implications they have on employee behaviour. Kimpakorn and Tocquer discussed that employee brand commitment should be discussed in three ways:

- How employees identify with the brand and how they would exert additional effort for the brand
- To what extent the employee is interested in staying in the employ of their current corporate brand and remain in service
- The extent to which a employee is willing to recommend their employer as a preferred place to work

There is no specific research designed around the relationship between Corporate Brand Personality and Employee Brand Commitment.

CHAPTER 3: RESEARCH QUESTIONS, PROPOSITIONS AND HYPOTHESES

3.1 Introduction

The main purpose of this research is to determine the nature of the relationship between Corporate Brand Personality and Employee Brand Commitment. The following hypotheses are addressed and tested using empirical statistical measures and will be discussed in Chapter 4. Each of the constructs and ideals has been referenced and formulated in the literature review.

Blumberg, Cooper and Schindler (2008) note that descriptive studies are more structure form of research dedicated to the stated hypothesis or investigation of certain questions. A descriptive study is the method used for the purpose of this research.

A web-based survey will provide the platform of data collection. Web-based surveys make data collection effective and affordable (Blumberg et al, 2008). A targeted survey can result in the elimination of low response error and thus be highly effective. It is for all these reasons this study uses a targeted, web based survey.

The propositions of this study are based on the interaction and dynamism between two constructs:

1. Corporate brand personality
2. Employee brand commitment

3.2 Main research questions

- **What are the factors of corporate brand personality?**
- **What is the relationship between the factors of corporate brand personality and employee brand commitment?**

3.3 Factors of corporate brand personality

Factor analysis was used to determine which of the factors from the Corporate Brand Personality Scale would be relevant to a South African population. Davies (2007) conducted his study in an international market. His findings on factor analysis differ to that of the South Africa market – this will be discussed in Chapter 6. Exploratory factor analysis was used as the primary tool to determine the factors that were predominately significant in this study.

3.4 Corporate Brand Personality Factors and Employee Brand Commitment

This study proposed that the Corporate Brand Personality Scale would give factored scores that would be tested against an aggregated Employee Brand Commitment score showing a positive or negative relationship to certain personality traits.

Using exploratory factor analysis on the Corporate Brand Personality Scale would give personality traits that would be tested against the Employee Brand Commitment score. Further explanation on the composition factors of the personality traits will be discussed in Chapter 4.

3.5 Hypotheses

3.5.1 Hypothesis 1

Factor 1 personality traits have a significant influence on employee brand commitment

3.5.2 Hypothesis 2

Factor 2 personality traits have a significant influence on employee brand commitment

3.5.3 Hypothesis 3

Factor 3 personality traits have a significant influence on employee brand commitment

3.5.4 Hypothesis 4

Factor 4 personality traits have a significant influence on employee brand commitment

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

Whitely (2002) discusses quantitative research strategy as a way to study variables and focus on average behaviour of people within a certain population. This study is an investigatory one using descriptive and regression analysis to determine the relationship between two variables. A quantitative study methodology is used, as it is a better fit for information gathering of this sort. By using quantitative data, this study can easily determine the perceptions of the respondent in a valid way, whilst yielding accurate results with little bias (Whitely 2002). An online panel survey was accessed to gain rich information in a quantitative format and will enable the research to be empirically tested and yield statistical results.

4.2 Research Design

4.2.1 Purpose of research

The main purpose of this research is to collect quantitative data in the form of employee's perceptions of their company's corporate brand personality and the relationship it has with the employee's brand commitment.

4.2.2 Population and sampling

Online panel surveys are administered through an online survey service. Members of the public autonomously subscribe to this service and take selected surveys on a voluntary basis. Probability sampling was used, as all members of the online panel were emailed and given the option to participate in the survey (Trochim 2001).

The Corporate Brand Personality Scale uses 41 personality descriptors to determine the main personality traits that would best describe a company brand. The sample for this study needed to be robust and varied across companies. The online panel survey was used to gain access to a potentially valid sample. The total population of the online panel exists as an estimate of 27 000 South African respondents. An introductory email was sent to the population. All of the population subscribe to the online panel website and are frequently sent emails asking for their participation. The respondents receive an incentive for their participation in the form of points.

4.2.3 Unit of analysis and sample size

The analysis factors of this study lie in the corporate brand personality traits and the level of Employee brand commitment. The 250 respondents were determined on a first come, first serve basis, i.e. the first 250 people who responded to the

study formed the population for data analysis. A sample size of 250 was the final number of respondents received in a three-day window of access to the survey.

4.2.4 Survey format

Using an online panel survey, the respondents were approached and asked if they would be willing to take part in the study. The respondents were assured absolute anonymity. The first question of the survey was a screening question aimed at confirming the respondent's employment status.

The respondent was screened by the following criteria:

- Government
- NGO
- Private sector company

The respondents that answered by confirming their employment in anything other than a private sector company were politely redirected to the apologies page and were notified they were not eligible for the study.

Those respondents that selected the private sector company option continued with the survey. The survey was divided into two main parts, testing firstly the Corporate Brand Personality Scale of their own employer. Then the commitment they have for their own employer brand was tested using the Employee Brand Commitment Scale.

4.3 Data collection method

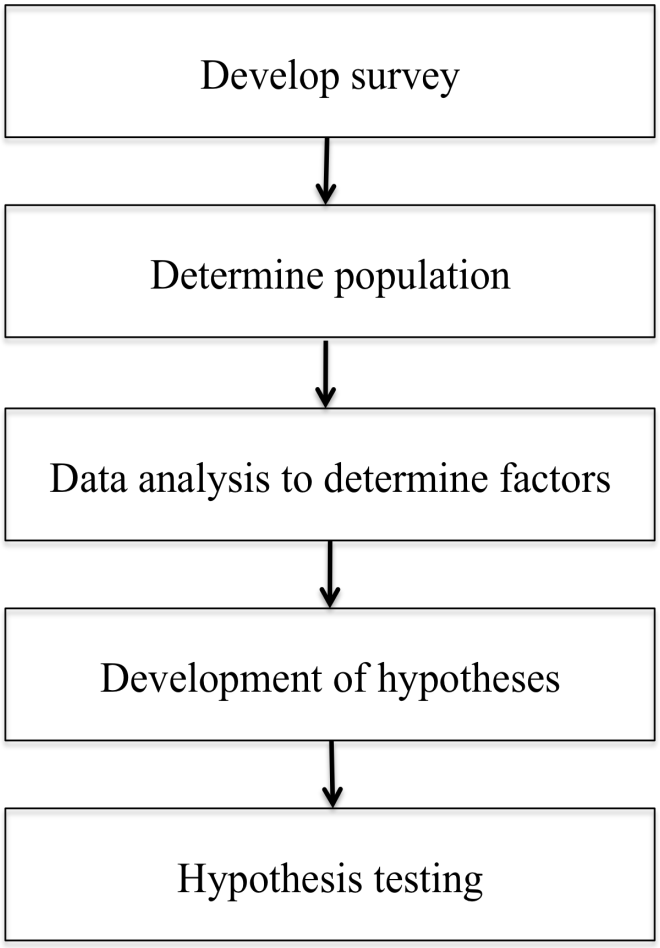


Figure 1. Flow diagram of process

4.3.1 Introductory letter

An introductory email was sent to all possible participants that informed them that the study was a MBA research paper, ensuring confidentiality and giving the relevant contact details should the respondent have an enquiry.

4.3.2 Panel Survey

The ability for the research to use a web based panel survey is beneficial in many different ways, short turnaround of results; ability to easily tract participants, respondents feeling of anonymity (Blumberg et al 2008). Blumberg et al (2008) also discuss the draw back of a web survey, where it requires a technical skill, or the need for a technical consultant to ensure that the survey will be effective in the online arena. It is for this very reason an independent panel survey specialist was consulted to ensure the best results for this study.

As mentioned previously the panel survey was administered over three days. The access to a panel survey was provided through an independent online research company. The company was approached with a brief to provide access to a sample of corporate respondents. Participation in a survey gives the respondent a certain amount of points. Once a respondent followed the link in the introductory email, the screen questions were asked. The screening questions were designed to ensure respondents work in the corporate arena. Following a positive answer in the screen stage the survey then moved to the Corporate Brand Personality Scale section followed by the Employee Brand Commitment Scale. All factors in both scales were constantly randomised to eliminate any form of response bias.

4.4 Data analysis

4.4.1 Exploratory factor analysis

The Corporate Brand Personality Scale is made up of 41 factors. Davies (2008) conducted his study the United Kingdom, therefore it was important for Factor Analysis to be carried out to determine which factors in the scale were specific to the South African respondents. The factors were weighted and renamed. By using principle extraction analysis, the factors that had a specific score within a range of more than another factor would be discarded for fear of double loading and thus losing relevance to the study. The findings of the factor analysis will be discussed in Chapter 5.

4.4.2 Analysis of the Hypotheses

In order to determine the significance of the relationship between each factor and the aggregated score for employee brand commitment, the stepwise regression technique was used. Stepwise regression provides an adjusted r^2 value, which allows a determination of level of significance.

4.4.3 Data integrity

Factor analysis was conducted on both scales to reduce the set of variables and allow for principle factor analysis. Exploratory factor analysis was used to allow the researcher to determine the factors that are best associated with one other, allowing the researcher to form specific constructs to test.

4.4.4 Data validity

The Kaiser-Meyer-Olkin measure of sampling was used to determine the model's validity.

Barlett's test of sphericity was used to sample significance. By testing the KMO and Barlett's test we can determine whether the model used was an applicable fit to the sample and thus to the study. The findings of these tests will be discussed in Chapter 5.

4.4.5 Data reliability

Cronbach's Alpha was used to test for data reliability. Once the test for model fit had been concluded, Cronbach's Alpha scores were determined to test for unidimensionality and reliability. Whilst Cronbach's Alpha does not ensure a level of unidimensionality, it does determine the fit onto a factor model. This test for

construct reliability enables the study to move to regression analysis for hypothesis testing (Blumberg, 2008).

4.5 Conclusion

By using all the statistic methods mentioned above, this study was able to determine the relationship between Corporate Brand Personality Scale and Employee Brand Commitment.

Chapter 5: Results

5.1 Introduction

This chapter is dedicated to reporting the results of the survey and the empirical testing measures used. The results are presented in direct correspondence with the research questions mentioned in chapter 3. Following this chapter is a full discussion of the results in conjunction with the research question, hypotheses and implications for the academic and business environments alike.

As mentioned briefly above, the sample of this survey emanated from a database of online panel survey respondents. With the respondents correctly answering the screen question at the beginning of the survey, they then entered into the study questioning their perceptions of corporate brand personality and employee brand commitment. 250 responses were required to adequately establish factor analysis. Once 250 responses were received, the survey was taken offline and the data was processed.

The Corporate Brand Personality Scale is comprised of a 41 factors - exploratory factor analysis was used to determine the factors that are relevant to the South African business landscape.

Once the factors have been determined, the results will be used to test stepwise regression with the relevant hypotheses. This chapter will look at the results of both the factor analysis and the hypothesis testing.

5.2 Descriptive statistics

Respondents data was coded and exported as an excel spreadsheet for analysis. There were no incomplete responses, and it took three days to reach the desired level of 250 respondents. Each coded response consisted of the relevant Likert-type answered questions, sectioned one to three.

5.2.1 Sample demographics

The final section of the survey asked the respondents to provide some demographic information. The questions can be divided into two sections, personal information and work information.

5.2.1.1 Personal information

Respondents were ask to give the following personal information: gender, age, race and language. The finds showed that 42,8 corporate brand personality of respondents were male, with the remaining 57.2 corporate brand personality being female. The predominate age group of respondents were in the range of 25 – 29

with 24.8% followed by the 30- 34 age group with 20% of respondents. Black individuals completed the majority of responses – 36%, with 33.3% respondents being white.

5.2.1.2 Employment information

This research paper uses brand and employee commitment as the basis of the study, it is thus important to have an understanding of the nature of the respondents working environment regarding, level of education and industry.

Figure 2: Summary of respondents by industry

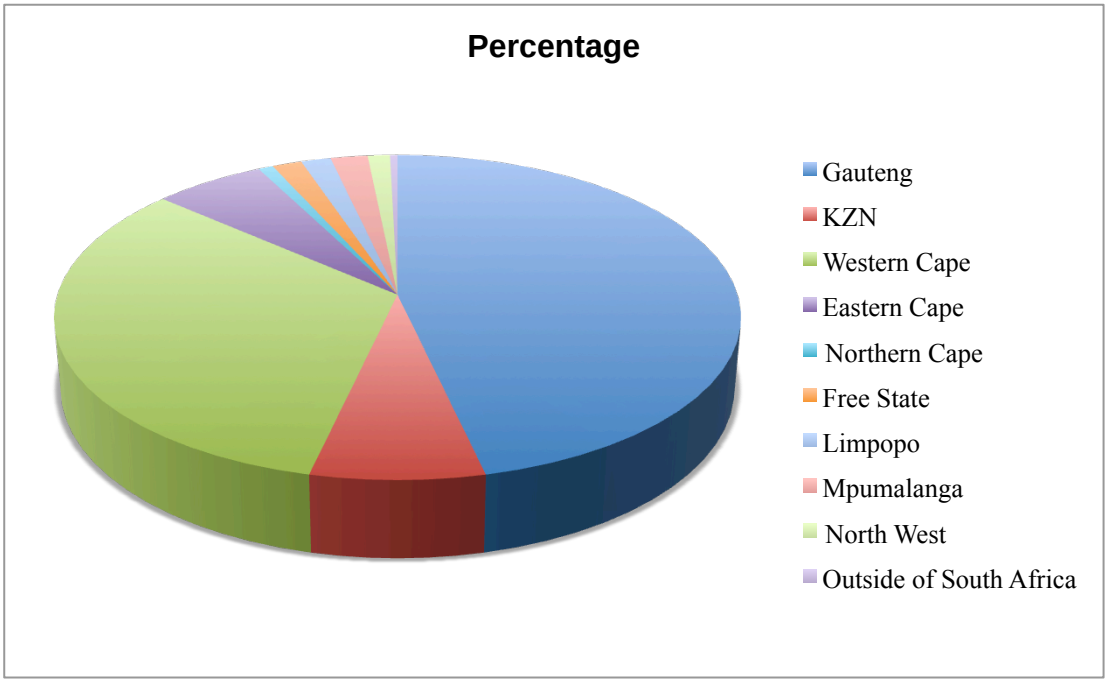
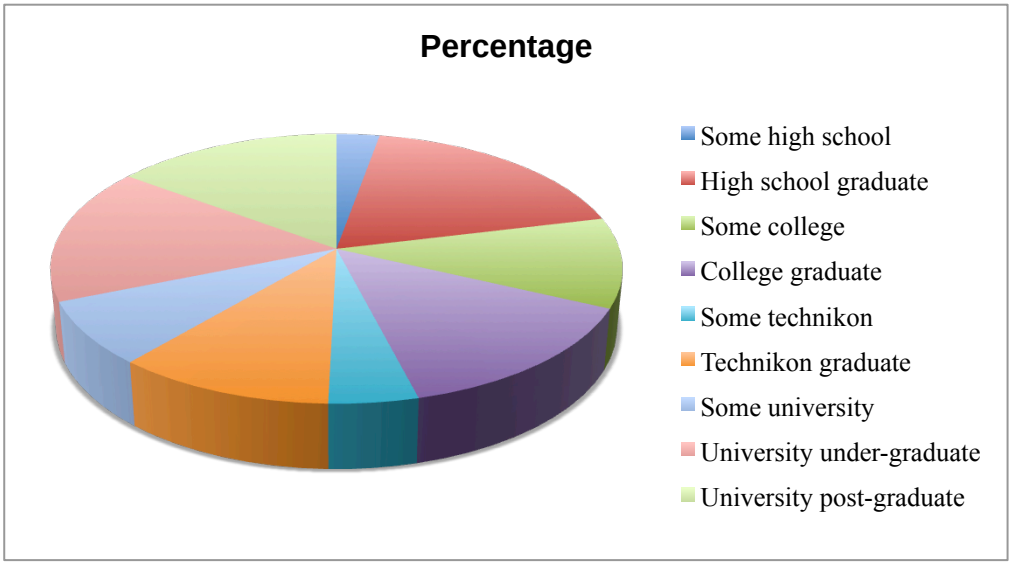
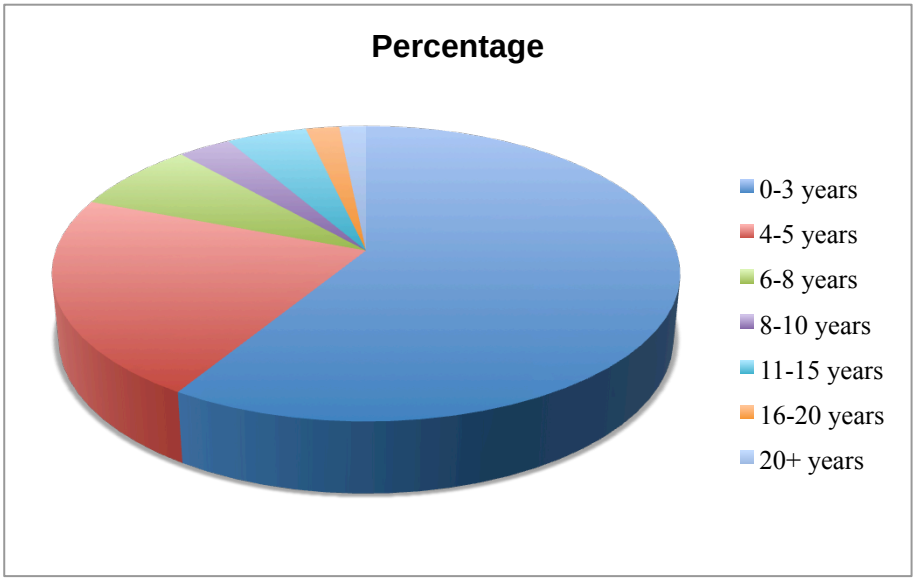


Figure 3: Summary of respondents by education level



It is interesting to note that the highest percentage of respondents came from the Gauteng region, whilst the level of education was reasonably spread, with the highest percentage of respondents having been educated at a college level. Respondents were also asked to indicate the industry that they are employed in; it was interesting to note that the respondent's come from an even spread over 41 industries (**Appendix 10)**. Company tenure is interesting to note, whilst he majority of respondents falling in the 25 to 35 age group, showing that that particular segment of the population are currently in the middle of their working careers. Work tenure shows that the majority of respondents have only been working at their organisation for a period of 3 to 5 years; with the second largest time being spent at an organisation is 4 – 5 years.

Figure 4: Summary of respondents by company tenure



5.3 Corporate Brand Personality Scale

5.3.1 Motivation for factor analysis

Factor analysis is a statistical technique applied to a set of variables that can identify a subset of variables that correlate with one another. The subset of variables can be labelled factors, but running factor analysis on these factors, the research is able to ascertain the pattern of correlation amongst the variables Whitely, 2002). Factor analysis can also condense a multitude of variables into a more workable format for practical analysis Whitely, 2002). Therefore factor analysis plays a principle part in this study, why allowing the 41 factors asked in the question to be worked into principle factors that can be used in regression analysis for hypothesis testing.

5.3.2 Procedure

Exploratory factor analysis was run on the initial data to establish the total number of factors present in the data set. In order to determine if the data set was suitable for factor analysis it is imperative that the Kaiser-Meyer- Olkin measure of sampling adequacy and Barletts test of sphericity be tested. A suitable value of greater that 0.6 on Kaiser-Meyer-Olkin and a value close to 0.00 on Barletts test would determine if the model is suitable for factor analysis. Both scores on the factor analysis were found to be 0.954 and 0.00 respectively.

Table 1: KMO and Bartlett's – Factor analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.954
Bartlett's Test of Sphericity	Approx. Chi-Square	7894.811
	df	861
	Sig.	.000

The scree plot, component transformation matrix and rotated component matrix were all analysed to determine the number of factors for this study. Each of these can be found as appendices 10, 11 and 12 respectively. Using the Kaiser criterion,

eigenvalues for each factor need to have a value of 1.0 or more to be counted in analysis. The eigenvalues for the first 5 factors are listed as:

Table 2: Eigen values – Factor analysis

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18,396	43,801	43,801	18,396	43,801	43,801
2	3,841	9,145	52,946	3,841	9,145	52,946
3	1,820	4,333	57,279	1,820	4,333	57,279
4	1,646	3,920	61,199	1,646	3,920	61,199
5	1,251	2,979	64,178	1,251	2,979	64,178

Whilst factors one to five are acceptable for the use in this study, only factors 1 to 4 were retained, as factors 1 to 4 were considered to account for the substantial variance, 61% of variance in the principle component matrix.

Using the Varimax rotation method, we determine which factors are relevant for this study.

Factor loading -The rotated component matrix (appendix 12) shows that factors with and a % of variance greater than 0.5 was accepted. Only sub factors that had a score of above 0.5 in % variance to the other components were accepted to form

the bases of the four factors (factors coloured red were accepted). This resulted in four factors that are truly unique and not double loaded.

5.3.3 Consistency and reliability

Cronbach Alpha was used to measure the internal consistency and reliability of the Corporate Brand Personality Scale. The alpha value provides a function of the mean of all the items with one another and thus providing a correlation co-efficient (Whitely, 2002). The acceptable level of consistency for Cronbach's Alpha is a minimum of 0.7. Each factor results in acceptable levels of constancy as seen in the table below:

Table 3: Cronbach Alpha values – factor analysis

Reliability Statistics – Factor 1	
Cronbach's Alpha	N of Items
,915	8

Reliability Statistics – Factor 2	
Cronbach's Alpha	N of Items
,920	7

Reliability Statistics – Factor 3	
Cronbach's Alpha	N of Items

,918	8

Reliability Statistics – Factor 4	
Cronbach's Alpha	N of Items
,776	6

5.3.4 Findings

5.3.4.1 Factor 1

Whitely (2008) discuss that when labelling factors a loading of more than 0.5 is acceptable when establishing the sub factors that are to be included in factor analysis. Therefore factor one account for 43% of variance in the factor analysis model, with the factors labelled in the table below making the basis of the factor labelled: Progressive. This factor recorded an eigen value of 18.396.

Table 4: Loadings on Factor 1

	Component				
	1	2	3	4	5
Exciting	,729	,280	,329	-,057	,242
Stylish	,725	,296	,213	,079	,206
Elegant	,702	,204	,239	,000	,288
Charming	,693	,223	,295	-,019	,170

Cheerful	,612	,276	,404	-,206	,047
Young	,610	,133	,223	,024	-,104
Prestigious	,570	,212	,362	,159	,352
Up to date	,515	,310	,430	-,122	,331

The factors that comprise a Progressive organisation are a direct reference to the respondent's opinion of their organisation, feeling that it has positive attributes that show a forward thinking, and appealing corporate brand.

5.3.4.2 Factor 2

Whitely (2008) discuss that when labelling factors a loading of more than 0.5 is acceptable when establishing the sub factors that are to be included in factor analysis. Therefore factor two accounts for 9.1% of variance in the factor analysis model, with the factors labelled in the table below making the basis of the factor labelled: Steadfast. This factor recorded an eigen value of 3.841.

Table 5: Loadings on Factor 2

	Component				
	1	2	3	4	5
Open	,339	,728	,304	-,066	,069
Secure	,198	,724	,307	,004	-,007
Reliable	,149	,715	,398	-,097	,079

Achievement-oriented	,193	,674	,248	,072	,297
Innovative	,418	,672	,251	,037	,104
Hardworking	,206	,659	,362	-,104	,183
Ambitious	,326	,650	,277	-,015	,239

Open, secure, reliable are descriptive of personality traits common to a dependable organisation; respondents describing their organisation with these factors are showing elements of dependability and trust for their organisation.

5.3.4.3 Factor 3

Whitely (2008) discuss that when labelling factors a loading of more than 0.5 is acceptable when establishing the sub factors that are to be included in factor analysis. Therefore factor one accounts for 4.3% of variance in the factor analysis model, with the factors labelled in the table below making the basis of the factor labelled: Dependable. This factor recorded an eigen value of 4.333.

Table 6: Loadings on Factor 3

	Component				
	1	2	3	4	5
Honest	,200	,370	,727	-,144	,011
Supportive	,240	,408	,722	-,144	,085
Trustworthy	,259	,246	,622	-,198	,359

Sincere	,334	,441	,616	-,196	-,026
Straightforward	,184	,441	,610	-,089	,001
Socially responsible	,379	,199	,575	,053	,324
Agreeable	,450	,383	,561	-,055	-,011
Concerned	,362	,124	,543	-,038	,314

Honest, supportive and trustworthy all of the above displayed aspects indicate a personality characteristic to a dependable organisation. It is clear that respondents see their organisation as a dependable play of work.

5.3.4.4 Factor 4

Whitely (2008) discuss that when labelling factors a loading of more than 0.5 is acceptable when establishing the sub factors that are to be included in factor analysis. Therefore factor one accounts for 3.9% of variance in the factor analysis model, with the factors labelled in the table below making the basis of the factor labelled: Supercilious. This factor recorded an eigen value of 3.920.

Table 7: Loadings on Factor 4

	Component				
	1	2	3	4	5
Authoritarian	-,101	,138	,180	,681	,110
Selfish	-,023	-,224	-,308	,679	-,175

Arrogant	-,072	-,164	-,168	,675	,223
Snobby	,035	-,293	-,268	,658	-,059
Elitist	,327	,051	,207	,644	-,075
Controlling	-,097	,214	-,167	,610	,291

Supercilious personality characteristic is the only characteristic that portrays a somewhat negative outlook. Respondents that selected these factors clearly see some parts of their organisation as having a negative personality.

5.4 Employee brand commitment

The Employee Brand Commitment Scale consisted of eight statements that the respondent could rate on a Likert-Type scale, identical to the one used for the Corporate Brand Personality Scale. For reasons of consistancy, Explority factor analysis was run on the Employee Brand Commitment Scale.

5.4.1 Exploratory factor analysis

Assuming unidimensionality the factor analysis shows that the Employee Brand Commitment Scale is indeed testing the same single factor.

Table 8: Eigenvalues – employee brand commitment

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,938	74,221	74,221	5,938	74,221	74,221

Table 9: Component Matrix employee brand commitment

Component Matrix[a]	
	Component
	1
Question 2 - I usually tell my friends that this is a great brand to work for	,891
Question 2 - I am proud to tell others that I'm a part of this brand	,886
Question 2 - For me this is the best of all possible brands to work for	,871
Question 2 - This is the best brand to work for	,882
Question 2 - When I was looking for a brand to work for, this brand was my number one choice	,763
Question 2 - I really care about this brand	,867
Question 2 - I would do anything to keep on working for this brand	,898
Question 2 - I am willing to put in a great deal of effort beyond that which is normally expected in order to help this brand be successful	,824

5.4.2 Consistency and reliability

As mentioned above in order to determine if the data set was suitable for factor analysis it is imperative that the Kaiser-Meyer- Olkin measure of sampling adequacy and Bartlett's test of sphericity be tested. A suitable value of greater that 0.6 on Kaiser-Meyer-Olkin and a value close to 0.00 on Bartlett's test would determine if the model is suitable for factor analysis. Both scores on the factor analysis were found to be 0.937 and 0.00 respectively.

Table 10: KMO and Bartlett's – employee brand commitment

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,937
Bartlett's Test of Sphericity	Approx. Chi-Square	1840,609
	df	28
	Sig.	,000

5.5 Conclusion on factor analysis

By using the theoretical discussion from Whitely (2008) it can be determined that through exploratory factor analysis and careful reviewing of the various aspects of the data, the four factors that are instrumental to this study are:

- Progressive corporate brand personality characteristic
- Steadfast corporate brand personality characteristic
- Dependable corporate brand personality characteristic
- Supercilious corporate brand personality characteristic

To obtain the correct factor elements principal component analysis was utilised with a Varimax rotation to determine the loading of certain factors. A five-factor solution was presented, through further investigation it was determined through factor loading analysis that only four factors would be suitable to yield meaningful results.

Factor analysis was also carried out on the Employee Brand Commitment Scale in order to maintain consistency. The data yielded positive results indicating that the model is reliable and can be used for hypothesis testing.

5.6 Stepwise regression testing

5.6.1 Motivation for regression testing

Stepwise regression is a multiple regression-testing tool used to determine the roles of each independent variable (each factor) on the aggregated dependent variable (employee brand commitment score). Each factor will be regressed with the aggregated employee brand commitment score. All independent variables are testing against the dependent variable to achieve the desirable model for further

hypothesis testing. To achieve a simple aggregate score the total amount of scores from the employee brand commitment questions were added together giving a total score and then divided by 8 to give the average dependent variable.

Table 11: Stepwise regression summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691[a]	,477	,475	,67977
2	.745[b]	,555	,552	,62799
3	.751[c]	,564	,559	,62312
a. Predictors: (Constant), FACTOR2 b. Predictors: (Constant), FACTOR2, FACTOR1 c. Predictors: (Constant), FACTOR2, FACTOR1, FACTOR4				

By investigating the adjusted R^2 value we can see that model 3 will yield the most significant regression analysis for the purpose of this study. The R^2 value for model three was recorded at 0.559, showing more significance than models 1 and 2. Through regression testing we can now determine that model 3 is responsible for 56% of influence on employee brand commitment.

5.6.2 Testing for model 3 significance

The table below shows that the model three is statistically significant with a significance of 0.000.

Table 12: Annova test for statistical significance

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	123,623	3	41,208	106,129	.000[c]
	Residual	95,516	246	,388		
	Total	219,139	249			

a. Predictors: (Constant), FACTOR2
b. Predictors: (Constant), FACTOR2, FACTOR1
c. Predictors: (Constant), FACTOR2, FACTOR1, FACTOR4
d. Dependent Variable: Employee_Brand_Commitment

5.6.3 Model 3 coefficients

The table of coefficients below shows the significance values of the included factors showing acceptable beta values. The acceptable beta values for significance testing lie outside of 0.1 and -0.1, where all three factors are outside of the rejection range. Each factor also shows a significance value of below 0.1 also indicating that they are suitable for testing.

Table 13: Included variables

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	,548	,261		2,102	,037
	FACTOR2	,466	,071	,394	6,549	,000
	FACTOR1	,449	,067	,404	6,747	,000
	FACTOR4	-,115	,052	-,094	-2,208	,028
a. Dependent Variable: Employee_Brand_Commitment						

With the coefficients having been deemed as significant, we can then use the beta value to determine the positive or negative value the independent value has on the dependent value. Factors 1 and 2 had a Beta value of 0.404 and 0.394 respectively; whilst factor for had a Beta value of -.094. With that in mind, we can say that factors 1 and 2 had a positive effect on Employee brand commitment whilst factor 4 had a negative effect.

With a Beta of 0.404 we can determine that factor 1 had a strong positive effect on the dependent variable. With a beta of 0.394 we can also determine that factor 2 has a mildly positive effect on the dependent. Conversely, factor 4 resulted in a Beta value of -0.94 showing that is has a small negative influence on the dependent variable.

5.6.4 Model 3 excluded variables

Factor 3 was the only variable excluded due to the significant value falling outside 0.1.

Table 14: Excluded variables

Excluded Variables[d]						
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
3	FACTOR3	.079[c]	1,003	,317	,064	,283

5.7 Hypothesis testing

With the factors 1, 2 and 4 having been determine as statistically significant and factor 3 being excluded due to no significance, the hypothesis testing can be completed.

Table 15: Hypothesis testing results

Hypothesis	Description	Decision
Hypothesis 1	Progressive corporate brand personality characteristic personality traits have a significant influence on	Accept

	employee brand commitment	
Hypothesis 2	Steadfast corporate brand personality characteristic personality traits have a significant influence on employee brand commitment	Accept
Hypothesis 3	Dependable corporate brand personality characteristic personality traits have a significant influence on employee brand commitment	Reject
Hypothesis 4	Supercilious corporate brand personality characteristic personality traits have a significant influence on employee brand commitment	Accept

Chapter 6: Discussion of results

6.1 Introduction

The discussion in chapter 6 will consist of a detailed account of the objectives of this study. By contrasting literature discussed in chapter 3 and the finding of the statistical analysis from the research covered in chapter 5, this study will answer attempt to answer the research questions. Chapter 3 outlined two research questions, for reference the research questions were listed as:

1. What are the factors of corporate brand personality?
2. What is the relationship between the factors of corporate brand personality and employee brand commitment?

To address these two research questions the structure of chapter 6 will include:

- Factors comprising corporate brand personality
- Employee brand commitment
- Hypothesis testing using research data
- Contrast to previous studies

6.2 Factor comprising corporate brand personality

6.2.1 Factor 1: Progressive corporate brand personality characteristic

Factor 1 was loaded of the following characteristics:

- Exciting

- Stylish
- Elegant
- Charming
- Cheerful
- Young
- Prestigious
- Up to date

This factor contributed to 43% variance in the exploratory factor analysis model and was thus named the progressive corporate brand personality characteristic. This factor is loaded with personality traits that are generally positive and engaging. The elements can be further categorised into elements of appearance and attributes. For example, it can be interpreted that respondents feel that their organisation has appearance elements such as: stylish, elegant, prestigious and young all these elements can be attribute to a corporate brand image, as discussed by Davies and Chun (2002). Furthermore, personality traits of exciting, charming, cheerful, up to date are all aspects of identity – the way in which the employee view's their corporate brand (Davies and Chun 2002). Davies and Chun discuss that if am employees who see's positive brand image and identity will pass these traits onto the customer therefore improving the customer experience. We can thus determine that an employee who describes their employer as progressive will be progressive in their own work place.

6.2.2 Factor 2: Steadfast corporate brand personality characteristic

Factor 2 was loaded of the following characteristics:

- Open
- Secure
- Reliable
- Achievement-orientated
- Innovative
- Hardworking
- Ambitious

This factor contributed to 9.1% variance in the exploratory factor analysis model and was thus named the steadfast corporate brand personality characteristic. If Davies and Chun use identity and image as the main determinants of corporate brand personality, it can then be deduced that traits of image centre around words like: open, hardworking, achievement orientated, whilst elements of identity lie in being innovative, ambitious and innovative. So thus we can determine, according to Davies and Chun (2002) that employees identifying these traits in their employee would tent to show these factors in their day-to-day work environment.

Thorbjørnsen and Supphellen (2011) show Core Value Behaviour to be an integral part of employee engagement, it can then be argued that if the employees are embracing their corporate brand through these personality traits, they are begging to recognise the employer's corporate brand values. However this is also

dependent on the clarity and content of communication, as Begstrom et al (2002) discuss in their approach to engagement where communications for a fundamental pillar of engagement.

6.2.3 Factor 3:Dependable corporate brand personality characteristic

Factor 3 was loaded of the following characteristics:

- Honest
- Supportive
- Trustworthy
- Sincere
- Straightforward
- Socially responsible
- Agreeable
- Concerned

This factor contributed to 4.3% variance in the exploratory factor analysis model and was thus named the progressive corporate brand personality characteristic. Davies (2008) factor analysis on the corporate brand personality scale yielded different results, the contents of which will be discussed further on in this study but it is interesting to note his over arching scale consisted of employee satisfaction, affinity and loyalty. Each one of the above mentioned factors could fit into each of his three dimensions. It is important to note that due to a level significance below

that of the accepted level in this study, the factor of dependable has been excluded from hypothesis testing, as it would not yield any meaningful results.

6.2.4 Factor 4: Supercilious corporate brand personality characteristic

Factor 4 was loaded of the following characteristics:

- Authoritarian
- Selfish
- Arrogant
- Snobby
- Elitist
- Controlling

This factor contributed to 3.9% variance in the exploratory factor analysis model and was thus named the progressive corporate brand personality characteristic. By far the most negative of the factors, the respondents show that there are aspects of their employer corporate brand personality that they deem to be negative. Contrasting with Davies (2002) study is that of Ingenhoff and Fuhrer (2010) who state that companies are basing their value statements on industry norms and not on the values inherent to the organisation or the employees. This is interesting as employees are showing that they see their corporate brand personality as progressive and dependable and there are elements of superciliousness but how does it influence their brand commitment?

6.3 Employee brand commitment

For reasons of consistency the Employee Brand Commitment Scale data was run through the same factor analysis and validity and reliability testing that was carried out on the Corporate Brand Personality Scale. All results showed that the scale and model is reliable and consistent. In order for hypothesis testing to take place, an aggregate score was created from the total score of each respondent over all 8 questions. It was this aggregated score that was used for hypothesis testing.

6.4 Hypothesis testing using research data

6.4.1 Hypothesis 1

H_1 Progressive corporate brand personality characteristic personality traits have a significant influence on employee brand commitment

Hypothesis 1 was accepted as it had a beta value of .404 and thus has statistical significance on employee brand commitment. With the findings mentioned above, we can determine that employees see progressive personality traits in the organisation they are employed by, will have increase employee brand commitment. The more progressive they see their organisation the more their employee brand commitment increases. This stands to reason giving the overwhelmingly positive attributes loaded into this factor. Also given the fact that the variance level was so high, we can see that employees that identify with these

traits: exciting, stylish, elegant, charming, cheerful, young, prestigious, up to date, show commitment to their corporate brand. Kimpakorn and Tocquer (2010) determined that a high-level employee brand commitment would result in high level of brand equity in customers. Corporate brands looking to increase their levels of employee brand commitment should look at their corporate brand personality profile and ensure that they are representing progressive personality traits, this will help increase employee brand commitment.

6.4.2 Hypothesis 2

H_2 Steadfast corporate brand personality characteristic personality traits have a significant influence on employee brand commitment

Hypothesis 2 was accepted as it had a beta value of .394 and thus has statistical significance on employee brand commitment. The steadfast personality factor can be described using traits: open, secure, reliable, achievement-orientated, innovative, hardworking and ambitious. All the previous mentioned factors are general associated with levels of company work ethic and ethos. Davies (2008) mentions in his study that perhaps these different aspects of brand image can be useful in attracting specific roles players and roles in an organisation. With that we can say that employees will attract steadfast employees, if the employee values the steadfast brand personality, thus resulting in higher brand commitment.

6.4.3 Hypothesis 3

H_3 Dependable corporate brand personality characteristic personality traits have a significant influence on employee brand commitment

Hypothesis 3 was rejected as it had a significance level of 0.317 and thus would not make a significant difference to employee brand commitment.

6.4.4 Hypothesis 4

H_4 Supercilious corporate brand personality characteristic personality traits have a significant influence on employee brand commitment

Hypothesis 4 was accepted as it had a beta value of -0.094 and thus has statistical significance on employee brand commitment. Supercilious is the only personality trait that exhibits negative aspects of personality, namely: authoritarian, selfish, arrogant, snobby, elitist, controlling. We can thus infer that should a corporate brand personality show traits of superciliousness, employee brand commitment level will decrease. This is very telling of the sample of respondents, showing that they value a more dependable and progressive brand over a cutthroat supercilious corporate brand personality.

6.5 Contrast to previous studies

6.5.1 Contrast to corporate brand personality

Davies (2008) set out to determine explore the role of employer brand on differentiation, affinity, satisfaction and loyalty. Davies (2008) found that employee satisfaction was predicted by agreeableness, ruthlessness and perceive differentiation. Employee brand loyalty is a combination of enterprising and choice personality traits, and competence did not feature in the study. The implications of Davies (2008) research emphasis the importance of the corporate brand personality on the employee loyalty. Davies (2008) carried out his study on commercial managers in over 17 organisations, he does not explicitly mention in which country or industry the study was carried out – the assumption is made that it is the United Kingdom.

With that said, it was important for this study to determine which factors are important in a South African context. This draws an interesting contrast between the factors that were established for this studies sample, and that of Davies (2008). Whilst Davies (2008) sample valued personality factors favouring differentiation, affinity, satisfaction and loyalty – the South African sample favour progressive, steadfast, dependable and supercilious personality traits when relating to employee brand commitment.

6.5.2 Contrast to employee brand commitment

Kimpakorn and Tocquer (2010) conducted a study that aims to measure brand equity in service firms, luxury hotels, using the customer perspective. This survey was based in Bangkok, and the sample consisted of customers and employees. The Employee Brand Commitment Scale was designed and used to gain understand the level of employee brand commitment and then contrasted and testing again customer brand equity in the hotel industry. Kimpakorn and Tocquer (2010) found that hotels with high levels of customer brand equity have high levels of employee brand commitment. The study then goes on to say that a committed employee provides better service to the customer, thus increasing the customer's perception of the brand, and increase the customer brand equity. This research has implication for managers as it shows that a committed employee can increase customer brand equity in the hotel industry.

With implications from this study, it can be determined that the corporate brand personality of the hotel can attract and maintain a level of employee brand commitment if the correct personality traits are incorporated. Conversely, employee brand commitment is influence by corporate brand personality in three different personality factors. The influence is skewed positively by progressive and steadfast personality traits and negatively by supercilious traits.

6.6 Conclusion

Chapter 3 outlines a body of research discussing employee branding, employee brand commitment and corporate brand personality. It is clear from that research that there is a small body of work in these fields, but very little evidence of a study that directly looks for a relationship between corporate brand personality and emplpoye brand commitment.

Chapter four set out two research questions. It was the aim of this resarch paper to address these two questions:

- What are the factors of corporate brand personality?
- What is the relationship between the factors of corporate brand personality and employee brand commitment?

Factor analysis releave that in the South African market, from a panel on corporate employees from around the country, there are three main personality factors that have an influence on employee brand commitement. Progressiveness, steadfastness and superciliousness are the personality traits are valued significantly more than any aother when looking at a corporate brand personality.

These three personality traits were then regressed against an aggregated employee brand commitment score showing that the more progressive and steadfast the brand personality the higher the employee brand commitment - conversely, the higher the superciliousness of the brand personality the less the employee brand commitment.

Chapter 7: Conclusion

7.1 Summary

This study undertook the task of empirically examining the effect corporate brand personality has on employee brand commitment. In order to achieve this, a literature review was conducted that outlined the main thoughts and arguments that dominate the academic around corporate brand personality and employee brand commitment.

An online panel survey was executed, resulting in data that was used to determine:

- What are the factors of corporate brand personality?
- What is the relationship between the factors of corporate brand personality and employee brand commitment?

Through factor analysis, and stepwise regression testing, the results showed that from the Corporate Brand Personality Scale there are 3 main factors that show statistically significant results on employee brand commitment. These factors are:

- A progressive brand personality
- A steadfast brand personality
- Supercilious brand personality

The first two brand personalities have a positive effect on employee brand commitment, whereas the third has a negative effect on employee brand commitment.

7.2 Implications for practitioners

The implications of this study lie in the formation of brand values, and of the communication the corporate brand. Communication of corporate values can be seen as an element of corporate personality. This is important on an external level from an employee attraction side. A corporate brand must make sure that the messaging that is entering the job market is aligned with the corporate personality of the brand. If the company desires to attract employees that are likely to be committed to the brand, the personality of the brand needs to resonate with that employee. Like-mindedness breeds success in this case.

Internally, a corporate marketing practitioners team should be cognisant of the personality of their corporate brand and how they are communicating that personality to the staff internally. Employee brand commitment can be improved by embracing progressiveness and steadfastness as defined in this study through the Corporate Brand Personality Scale.

Marketing professionals can use the personality of their brand to target future employees as well as foster employee brand commitment throughout their organisation.

7.3 Limitations of this study

Whilst the use of a panel survey was convenient for the purpose of this study, the sample and population are too small to make any generalization to the South African public. The sample also tends to centre around a workforce aged 25 to 35, this is limiting as we do not get a full understanding of the age groups 35 and above which would provide insight at a senior managerial level.

Due to budgetary factors, the sample was capped at 250 respondents; the sample could have been bigger thus enabling a more accurate account of the population's opinion.

7.4 Guidelines for future research

To further advance the academic area of this research it would be interesting to include:

- A bigger sample – a larger sample will allow for a better presentation of the population
- Further distribution and screening of the population management level and tenure would provide for an interesting contrast of respondent age and time spent at the company.
- A mixed qualitative, quantitative survey would provide a more in-depth look at respondent's responses – i.e. why do they find supercilious brand personality factors to be negative and thus decrease employee brand

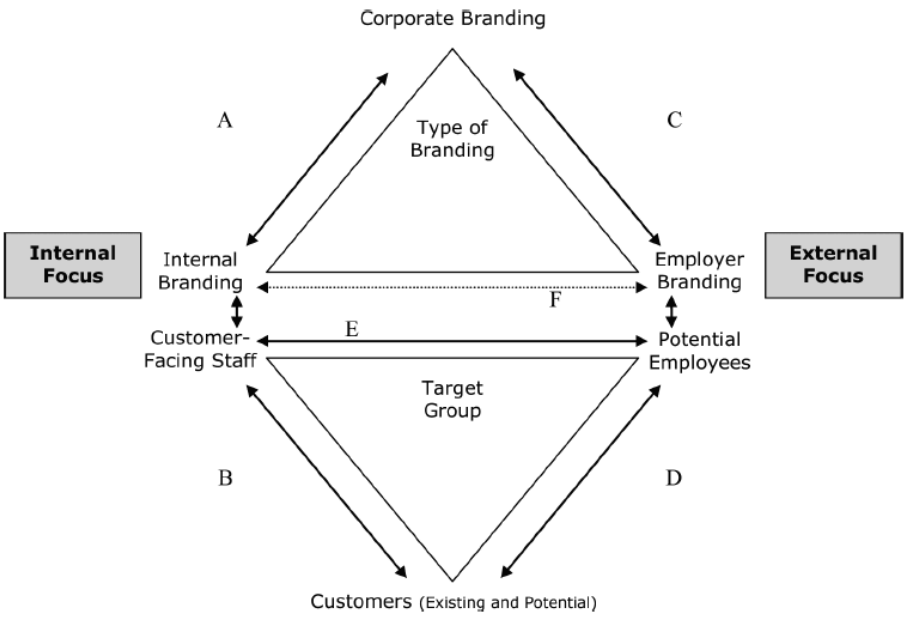
commitment. Further more, what specific aspects of communication are considered negative

- More insight into the level and quality of communication received by the employee would give a better understanding as to what constitutes each brand personality factor

In concluding this study, it can be determined that employers would be prudent to understand the complexities of their brand personality and reflect as to the level and quality of their interaction with their employees. Employee brand commitment is an important part of the work environment today. Thus a company that actively engages with their staff to create an environment where the brand personality compliments the employee's perception of the brand, employee brand commitment will follow.

Appendices

Appendix 1 - The relationship between internal, employer and corporate branding



Appendix 2 – The Corporate Brand Personality Scale

Employer branding and its influence

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Agreeableness	Enterprise	Competence	Chic	Ruthlessness
Cheerful	Cool	Reliable	Charming	Arrogant
Pleasant	Trendy	Secure	Stylish	Aggressive
Open	Young	Hardworking	Elegant	Selfish
Straightforward	Imaginative	Ambitious	Prestigious	Inward-looking
Concerned	Up to date	Achievement-oriented	Exclusive	Authoritarian
Reassuring	Exciting	Leading	Refined	Controlling
Supportive	Innovative	Technical	Snobby	
Agreeable	Extravert	Corporate	Elitist	
Honest	Daring			
Sincere				
Trustworthy				
Socially responsible				

Source: Davies *et al.* (2004)

Table I. The five main dimensions of corporate personality

Appendix 3 - A model for internal brand equity

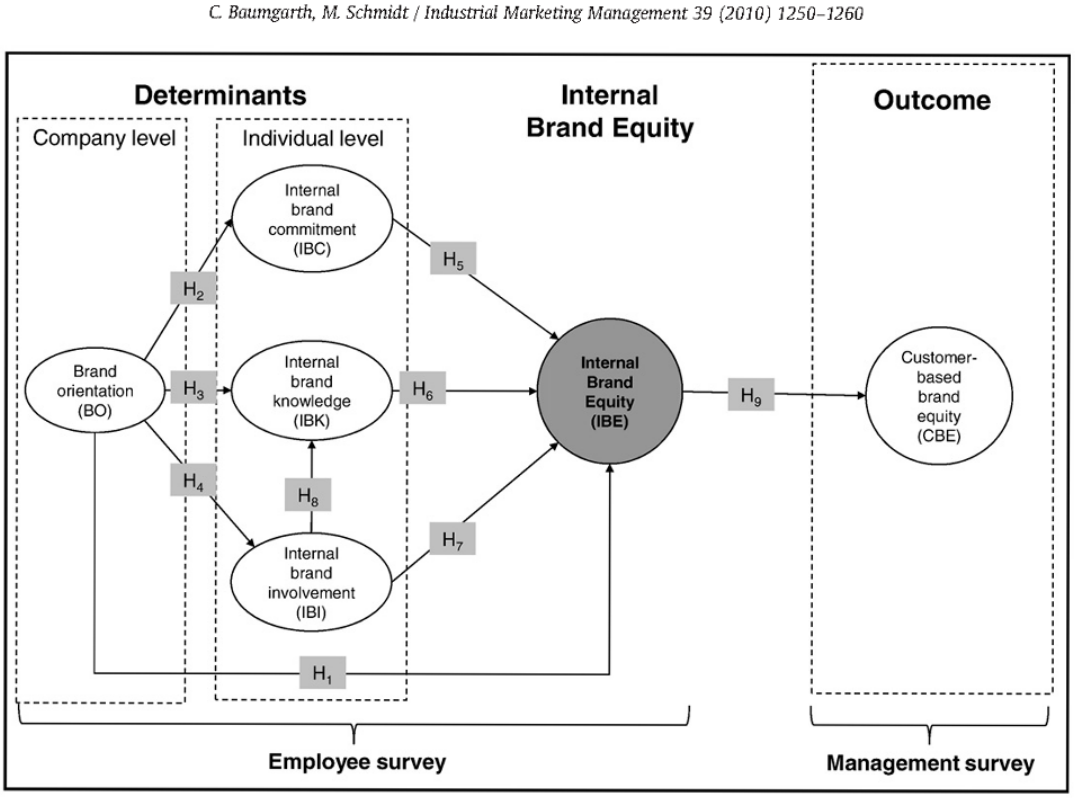
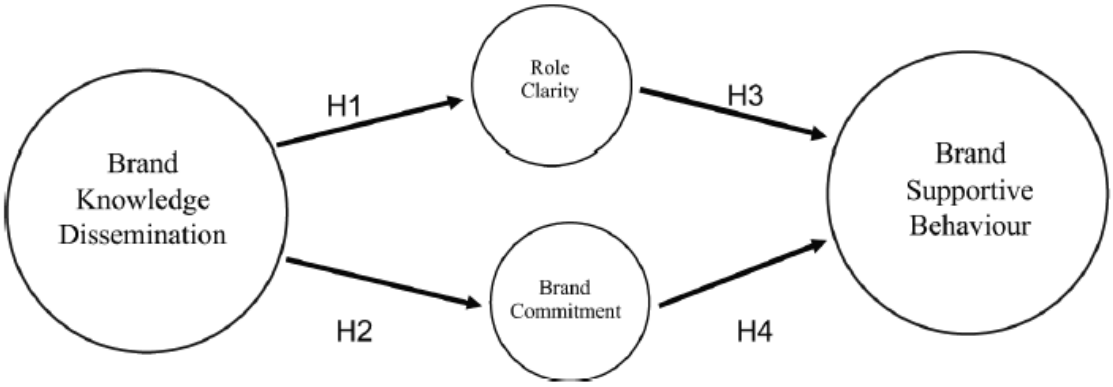


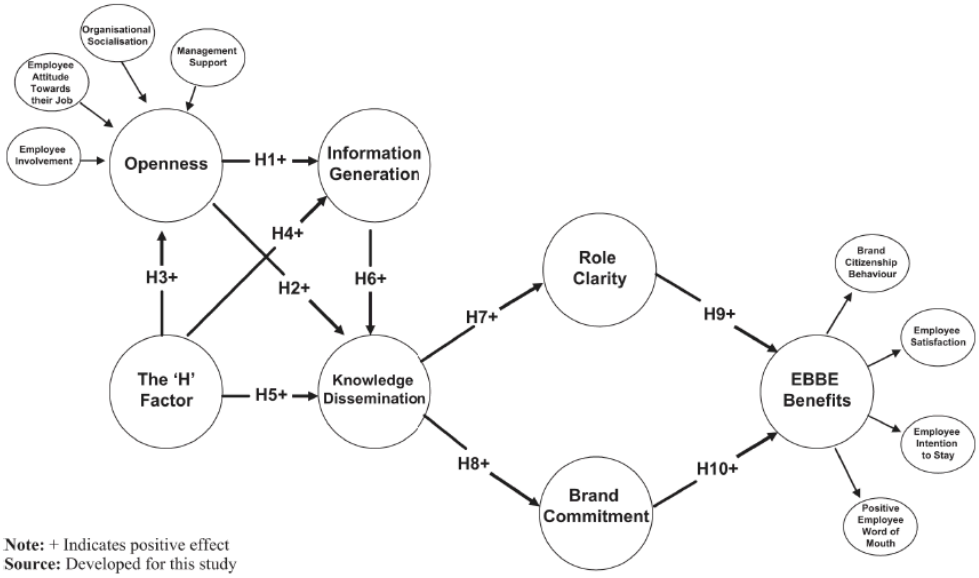
Fig. 1. A model of internal brand equity.

Appendix 4 - The effect of brand knowledge dissemination



King (2010)

Appendix 5 – EBBE Model



Note: + Indicates positive effect
Source: Developed for this study

King and Grace (2008)

Appendix 6 - 25 key factors in successful internal branding

Table 2 Dimensions and Factors of Failure and Success in Internal Branding

Dimension	*Factor (number of citations in the literature)*
Organisation	Structure (2)
	Culture (9)
	Insular thinking and internal competition (8)
Information	Market research (16)
	Measurement and feedback (13)
	Specific knowledge of brand direction (1)
Management	Jurisdiction (13)
	Leadership support (12)
	Deeds communication (7)
	Brand teams (3)
Communication	Multi-directional communication (19)
	Formality of message (2)
	Alignment of internal and external messages (9)
	Constancy and adaptation (5)
	Internal clutter (1)
Strategy	Alignment of business and brand objectives (6)
	Budget (4)
	Timing (2)
Staff	Employee participation and support (13)
	Recruitment (11)
	Remuneration (11)
	Segmentation (5)
Education	Legitimacy and acceptance (7)
	Guidance (6)
	Mental models (1)

Appendix 7 – CIBF

Table 3 **The Consolidated Internal Branding Framework**

STAGE	STEP		ELEMENTS
Stage 1: Planning	I Preparation	1	Decide on timing
		2	Establish quantifiable short- and long-term targets
		3	Gain managerial support and generate awareness
		4	Secure a suitable budget
	II Investigation	5	Constituency assessment
		6	Internal market research
		7	Cultural fit analysis
	III Configuration	8	Align business objectives and brand values
		9	Link external and internal messages
		10	Segment where appropriate
		11	Ensure appropriate frequency
		12	Decide on language and message design
Stage 2: Executing	IV Facilitation	13	Decide on degree of staff empowerment
		14	Obtain and sustain staff involvement
	V Implementation	15	Utilise multiple channels in multiple directions
		16	Reduce hierarchical communicative and executive boundaries to ensure organisational permeation
	VI Remuneration	17	Develop a fair bonus system
		18	Offer brand-oriented education and training
		19	Link measurable effective brand commitment and team spirit to promotional prospects
Stage 3: Evaluating	VII Quantification	20	Establish a coherent balanced scorecard measurement system
		21	Regularly assess internal brand commitment and external orientation
	VIII Reaction	22	Facilitate constant, multi-directional feedback
	IX Alteration	23	Conduct regular review of programme and alter where necessary

Source: This model/framework is based on the consolidation of findings in the relevant literature, e.g. Thomson et al., 1999; Ind, 2001; Bergstrom, Blumenthal and Crothers, 2002; Mitchell, 2002; Mortimer, 2002; Jacobs, 2003.)

Mahnert and Torres (2007)

Appendix 8 – Corporate Personality Traits

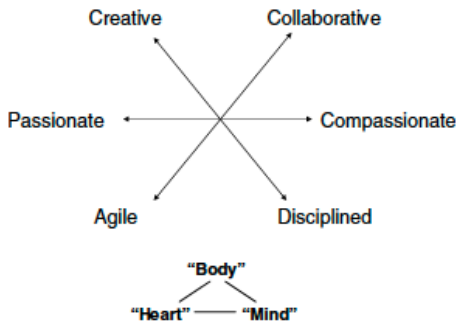


Figure 1 Corporate personality traits.

Keller and Richey (2006)

Appendix 9 : Research survey

Gibs MBA 2010/2011

Consent form

This research is being conducted as the final assessment of the Gordon Institute of Business Science MBA degree. The aim of this research is design to identify the relationship between Corporate Brand Personality and Employee Brand Commitment.

You will be asked a number of questions around the above-mentioned areas of your experience within your organisation. All information submitted is anonymous and you can withdraw at any time without penalty. A data will be kept confidential. By completing this survey you indicate that you are voluntarily participating in this research. This questionnaire should take no longer than 20 minutes. Please be as honest as possible – if you have any concerns please feel free to contact the researcher:

Liam Carter - liamcartermail@yahoo.co.uk

0716710329

or Gibs Supervisor

Nicola Kleyn - nkleyn@netactive.co.za

Thank you very much for your time.

Section 1: Corporate Personality

Think of your company brand as a person. Using the descriptive words listed below, please rate how you feel your company brand would be described.

Please place an (-) over your choice.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	~~5~~

* for internal use

*	Descriptive word	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	Socially responsible	1	2	3	4	5
2	Up to date	1	2	3	4	5
1	Cheerful	1	2	3	4	5
3	Leading	1	2	3	4	5
5	Arrogant	1	2	3	4	5
4	Elegant	1	2	3	4	5
1	Pleasant	1	2	3	4	5
1	Concerned	1	2	3	4	5
5	Aggressive	1	2	3	4	5
4	Prestigious	1	2	3	4	5

3	Technical	1	2	3	4	5
4	Charming	1	2	3	4	5
4	Stylish	1	2	3	4	5
1	Trustworthy	1	2	3	4	5
2	Exciting	1	2	3	4	5
1	Reassuring	1	2	3	4	5
4	Snobby	1	2	3	4	5
4	Elitist	1	2	3	4	5
1	Straightforward	1	2	3	4	5
1	Honest	1	2	3	4	5
1	Sincere	1	2	3	4	5
5	Selfish	1	2	3	4	5
1	Supportive	1	2	3	4	5
1	Agreeable	1	2	3	4	5
2	Extravert	1	2	3	4	5
2	Young	1	2	3	4	5
5	Inward-looking	1	2	3	4	5
4	Exclusive	1	2	3	4	5
4	Refined	1	2	3	4	5
5	Authoritarian	1	2	3	4	5
5	Controlling	1	2	3	4	5
2	Imaginative	1	2	3	4	5

3	Reliable	1	2	3	4	5
3	Secure	1	2	3	4	5
3	Hardworking	1	2	3	4	5
2	Cool	1	2	3	4	5
2	Trendy	1	2	3	4	5
2	Innovative	1	2	3	4	5
3	Ambitious	1	2	3	4	5
3	Achievement-oriented	1	2	3	4	5
1	Open	1	2	3	4	5
2	Daring	1	2	3	4	5

Section 2: Employee Brand Commitment

When thinking about your own values and the values of your company brand. Pleas rate the following statements.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I usually tell my friends that this is a great brand to work for	1	2	3	4	5
I am proud to tell others that I'm a part of this brand	1	2	3	4	5
For me this is the best of all	1	2	3	4	5

possible brands to work for					
This is the best brand to work for	1	2	3	4	5
When I was looking for a brand to work for, this brand was my number one choice	1	2	3	4	5
I really care about this brand	1	2	3	4	5
I would do anything to keep on working for this brand	1	2	3	4	5
I am willing to put in a great deal of effort beyond that which is normally expected in order to help this brand be successful	1	2	3	4	5

Section 3: Demographics

Please place a (-) over your choice

Gender

M	F

Age

20 – 24

25 – 29
30 – 34
35 – 39
40 – 44
45 – 49
50 – 54
55 – 59
60 +

How long have you been at your company?

0-3
4-5
6-8
8-10
11-15
16-20
20+

Appendix 9 – Industry breakdown

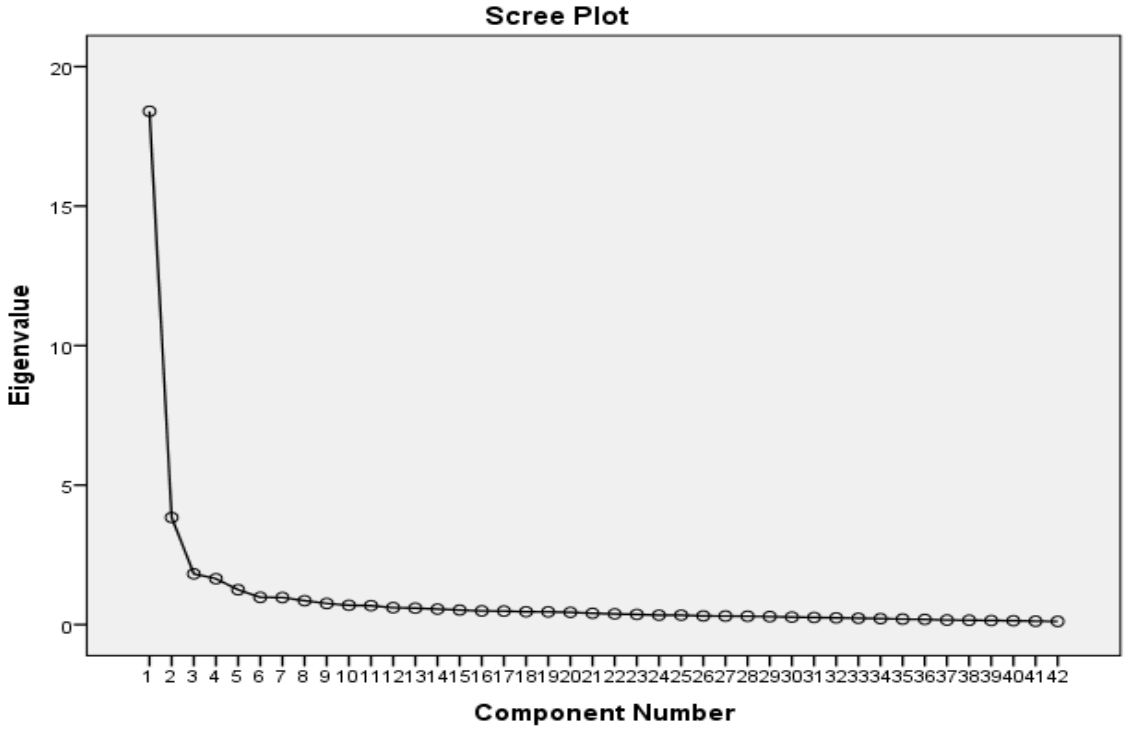
Industry	Percent

Accounting/Finance/Auditing	4,4
Administrative/Clerical	1,6
Advertising/Marketing/PR	2,4
Agriculture/Farming	2,0
Air-conditioning/Refrigeration	,4
Arts/Entertainment	1,6
Banking/Investment/Broking	4,8
Beauty/Hairdressing	1,6
Building/Construction/Skilled Trades	3,6
Business Support Services	2,0
Commerce	,8
Chemistry/Laboratory	,8
Creative/Design	1,6
Customer Support/Client Care	,4
Education/Training	6,0

Electronics	,4
Engineering	3,6
Environment/Horticulture	,8
FMCG/Retail/Wholesale	4,8
Hospitality/Restaurant	2,4
Human Resources/Recruitment	1,6
Import/Export/Freight	,4
Industrial	1,2
Insurance	3,2
IT/Telecoms	6,4
Legal	2,8
Manufacturing	3,6
Marketing	2,0
Media	2,0
Medical/Healthcare	2,4

Mining/Geology	1,6
Part-time/Temp/Graduate	,4
Pharmaceutical/Biotechnology	1,6
Property/Development/Real Estate	2,0
Sales/Telesales	4,0
Science/Technology/R & D	,4
Security/Protective Services/Military	1,2
Services	,4
Technical	2,0
Textiles/Clothing	,8
Transportation/Logistics	2,0
Travel/Tourism	3,2
Not specified	2,4
Other	6,4
Total	100,0

Appendix 11 – Factor analysis scree plot



Appendix 12 – Factor analysis pattern matrix

Component Transformation Matrix

Component	1	2	3	4	5
1	,590	,569	,537	-,023	,197
2	,219	-,082	-,197	,925	,225
3	,047	-,721	,565	-,051	,396
4	-,773	,376	,347	,215	,309
5	-,067	-,093	,483	,308	-,811

Appendix 13 – Factor analysis component matrix

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
Exciting	,729	,280	,329	-,057	,242
Stylish	,725	,296	,213	,079	,206
Elegant	,702	,204	,239	,000	,288
Charming	,693	,223	,295	-,019	,170
Trendy	,661	,558	,052	,076	-,015
Cool	,614	,547	,149	,022	,075
Cheerful	,612	,276	,404	-,206	,047
Young	,610	,133	,223	,024	-,104
Daring	,587	,556	-,037	,120	,067
Prestigious	,570	,212	,362	,159	,352
Pleasant	,533	,355	,474	-,208	,166
Up to date	,515	,310	,430	-,122	,331
Exclusive	,450	,195	,359	,396	-,123
Extravert	,437	,350	,376	,119	-,020
Open	,339	,728	,304	-,066	,069
Secure	,198	,724	,307	,004	-,007
Reliable	,149	,715	,398	-,097	,079

Imaginative	,505	,696	,147	-,004	,087
Achievement-oriented	,193	,674	,248	,072	,297
Innovative	,418	,672	,251	,037	,104
Hardworking	,206	,659	,362	-,104	,183
Ambitious	,326	,650	,277	-,015	,239
Honest	,200	,370	,727	-,144	,011
Supportive	,240	,408	,722	-,144	,085
Trustworthy	,259	,246	,622	-,198	,359
Sincere	,334	,441	,616	-,196	-,026
Straightforward	,184	,441	,610	-,089	,001
Socially responsible	,379	,199	,575	,053	,324
Agreeable	,450	,383	,561	-,055	-,011
Reassuring	,415	,483	,545	-,073	-,030
Concerned	,362	,124	,543	-,038	,314
Leading	,429	,208	,504	,116	,426
Refined	,447	,408	,474	,156	,046
Inward-looking	,285	,063	,465	,386	,185
Authoritarian	-,101	,138	,180	,681	,110
Selfish	-,023	-,224	-,308	,679	-,175

Arrogant	-,072	-,164	-,168	,675	,223
Snobby	,035	-,293	-,268	,658	-,059
Elitist	,327	,051	,207	,644	-,075
Controlling	-,097	,214	-,167	,610	,291
Technical	,160	,103	,223	,114	,653
Aggressive	,105	,133	-,068	,442	,532
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 10 iterations.					

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