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The employer branding effect on employee commitment

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Master in Human Resources Management and Organizational Consulting

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BUSINESS
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Department of Human Resources and Organizational Behavior

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Resumo

Criar e desenvolver uma marca de empregador forte está-se a tornar um dos desafios mais cruciais para as organizações terem sucesso. Muitos estudos focam-se no seu impacto nas dimensões da atratividade e da retenção. Este estudo é direcionado para outra dimensão, o compromisso organizacional dos colaboradores.

Esta investigação tem uma componente teórica e uma componente prática na forma de um questionário. Este questionário foi distribuído e completado por 152 participantes (N=152). O employer branding foi medido usando uma escala desenvolvida por Tanwar e Prasad em 2017, que o divide em 5 áreas: atmosfera de trabalho saudável; formação e desenvolvimento; balanço vida-trabalho; ética e responsabilidade social corporativa; compensação e benefícios. Para avaliar o compromisso dos colaboradores, foi utilizado o Modelo de Três Componentes criado por Meyer e Allen em 1991, no qual o compromisso organizacional é separado em compromisso afetivo, compromisso normativo e compromisso de continuância.

Os resultados foram que das variáveis de employer branding, a atmosfera de trabalho saudável e ética e responsabilidade social corporativa ajudam a explicar o compromisso afetivo. O compromisso normativo é apenas explicado pela atmosfera de trabalho saudável, enquanto nenhuma das dimensões de employer branding ajudam a perceber o compromisso de continuância.

Palavras-chave: marca do empregador; employer branding; compromisso organizacional; compromisso afetivo; compromisso normativo; compromisso de continuância.

Classificações JEL: J24; M14.

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Abstract

Creating and developing a strong employer brand is becoming one of the most crucial challenges for organizations to strive. Many studies focus on its impact on the companies' attractiveness and retention dimensions. This study is aimed towards another dimension, the impact on employees' commitment.

This research has a theoretical and a practical component, in the form of a questionnaire. The questionnaire was distributed and completed by 152 participants (N=152). Employer branding was measured using a scale developed by Tanwar and Prasad in 2017, that divides it into 5 areas: healthy work atmosphere; training and development; work-life balance; ethics and corporate and social responsibility; compensation and benefits. To assess employee commitment, the Three Component Model created by Meyer and Allen in 1991, in which commitment is separated into affective commitment, normative commitment and continuance commitment.

The results achieved were that from those employer branding variables, healthy work atmosphere, and ethics and corporate social responsibility help explaining affective commitment. Normative commitment is only explained by healthy work atmosphere, while none of the above employer branding dimensions help understanding continuance commitment.

Keywords: employer brand; employer branding; employee commitment; affective commitment, normative commitment; continuance commitment.

JEL Classifications: J24; M14.

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Introduction

Employer branding is becoming more and more a part of the companies' strategic management, since it is a powerful tool with many benefits which leads to create a brand identity, therefore making organizations more attractive to outsiders and future potential workers.

The reality is that the literature about employer branding is almost entirely directed to the attraction of candidates. There is a significant gap regarding the impact of employer branding on an organization's current workforce. Kucherov and Smokish (2016) state that studies on employer branding are more focused on the attractiveness of a potential candidate. It is relevant to fill this gap and understand if the perception those workers have about their companies' employer brand has any impact on their commitment to their jobs and to their organizations.

One of the objectives of this dissertation is to make theoretical and practical contributions for the fields approached such as understanding which dimensions of employer branding are perceived by the employees that have the major and the lowest impact on employees' commitment.

So, the research question is: does employer branding have an impact on the employees' commitment to their organization? The goal of this research is to answer this question and understand which employer branding dimensions have an impact on each component of commitment chosen for this study, and their level of impact, if it is strong, weak, or neutral.

This is considered a correlational study since the point is to find relationships and correlations between variables. In this case between employer branding (independent variable) and employee commitment (dependent variable).

Following this introduction, this dissertation is composed by more sections: literature review composed by the analysis of scientific articles whose research is about employer branding and/or employee commitment leading to the research hypotheses; additionally there is a graphical representation of the conceptual model; methodology, in which the methods of this work are described such as the sample, instruments and procedures; then the results are presented and followed by its respective discussion and some conclusions are drawn; to finalize the limitations are presented and some suggestions made for future research.

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1. Literature Review

1.1. Employer Brand and Employer Branding

Ambler and Barrow, in 1996, were the first ones to approach and conceptualize the employer Brand by applying the principles of Marketing in the Human Resources field.

Before entering deeply in the research topics, it is important to make the distinction between employer brand and employer branding first.

Ambler and Barrow (1996) define employer brand "as the package of functional economic and psychological benefits provided by employment and identified by the employing company; and employer branding "as a mixture of attributes, tangible and intangible, which if managed properly, creates value and influence".

Employer branding is the process of implementing, growing and differentiating the organization's employer brand from its competitors and for its own employees. Backhaus and Tikoo (2004) indicate employer branding as "the process of building an identifiable talent and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors". In other words, it is the perceived image that people have of an organization based on its employer branding strategy.

Ambler and Barrow (1996) defend that a good employer brand has three main benefits: functional, economic, and psychological.

An organization that makes the effort and guides itself by maintaining its talented workforce in addition to attracting talents has already a competitive advantage in relation to organizations who do not do it (Biskwas & Suar, 2014).

Employer branding strategies, in the beginning, were intended in a way that the organization's value proposition was delivered to employees as well as it was done to its customers (Mosley, 2007).

Backhaus and Tikoo (2004) perceive that the human resources literature concerning employer branding, describes the process in three steps: value proposition development, external marketing, and internal marketing.

Organizations have already perceived that developing a respectable employer branding strategy is a crucial factor to attract and to retain talent, through well-defined employer branding strategies. It can be divided in two segments: external employer branding (the strategy to attract talent) and internal employer branding (the strategy to retain talent). For a better understanding of the difference between external and internal employer branding, it will be

associated with Backhaus and Tikoo definitions of external marketing and internal marketing, respectively.

For Backhaus and Tikoo (2004), a company's external marketing goal is to be perceived as an employer of choice and to attract the best talent; while internal marketing objective is to transmit to the organization's values and culture to its workers, so these are established or reinforced.

By promoting a good internal employer branding, employees can be the main source to a good external employer branding, since they can act as ambassadors of the company they work for and through word of mouth promote it as an employer of choice. The communication of the brand to the outside should match how it is communicated internally to its employees (Ambler & Barrow, 1996).

It is fundamental to understand how organizations can develop and promote valuable external employer branding and internal branding strategies and what tools and ways can they use to achieve it. Other than implementing a good employer branding is to sustain it so it plays a key role on the workforce management strategy.

1.1.1. Dimensions of Employer Branding

Tanwar and Prasad in 2017 built an employer branding scale, that will be used as an important part of this research, in where they divided it into 5 measurables dimensions: healthy work atmosphere, training and development, work-life balance, ethics and corporate social responsibility, and compensation and benefits.

The perception people have about their workplace conditions and practices affects their work engagement (Tracy & Tewes, 2005). Moreover, Tanwar and Prasad (2016) also defend that healthy work environment and atmosphere engages employees, as well as working as an important and fast-growing share of employer branding. Therefore, it is a relevant component for this scale and its impact will be analyzed further in this research.

A continuous training and development investment may have high costs on the short-term, but it can turn out to be profitable on the long-term. It can be described as a process continuously expanding the knowledge and expertise of employees in other to improve their performance (Swanson & Holton, 2001) and develop skills that both benefit the worker and the company. Not only to improve their competences, but also to correct certain aspects that employees might not be doing in the correct way, it is a useful process to enhance in the workforce abilities that the organization will require further in time (Gomez-Meija, Balkin & Cardy, 2001).

Developing strategies to enhance a balance between the personal life and the professional life of employees is becoming another important component of constructing and improving an employer brand and it is being seen as an important tool in talent management (Tanwar & Prasad, 2016). Years before, Kirchmeyer (2000) described work-life balance as the achievement of satisfaction in all life domains and it is only possible if there is that energy, time, and commitment become balanced between those domains. Work-life balance differs from employee to employee, since each one has their own way of achieving it, so organizations should have a strategy that is flexible to meet with each worker's needs and aspirations.

Concerning the ethical component of a company and the initiatives performed to impact positively the community and society around it, Kok, Van der Wiele, McKenna, and Brown (2001) characterized corporate social responsibility as an organization's obligation in having a committed participation as a member of the society they are inserted in.

The final employer dimension approached is compensation and benefits. In this specific scale, compensation and benefits is focused on salary and health benefits that the organization provides to its employees.

1.2. Employee Commitment

One of the first approaches of organizational commitment was by Becker (1960) by defining it as the recognition and trust that employees have in the organization's goals and values and positive effects that come with it.

Klein, Molloy and Brinsfield (2012) define commitment as a psychological and conscious bond between a person and a target. Employee commitment is defined by Meyer and Allen (1991) as "psychological state that (a) characterizes the employee's relationship with and organization, and (b) has implications for the decision to continue or discontinue membership in the organization".

Herscovitch and Meyer (2002) have a definition of organizational commitment as a mind-set and a force that prompts a behavior, in many forms, in the workplace.

Meyer, Becker and Vandenberghe (2004) understand commitment as one of many factors that contribute to motivation, being the latter a broader notion. Although, commitment is one the most unique forces of motivation, while the word commitment is normally associated to decisions with implications on a long term, for instance commitment to a marriage, motivation is associated with minor decisions with implications on a short term, for instance getting motivated to do some work (Meyer, Becker & Vandenberghe, 2004).

1.2.1. Three-Component Model

Meyer and Allen (1991) conducted research and developed a model to study commitment, the Three Component Model, dividing commitment into three components: Affective Commitment; Normative Commitment and Continuance Commitment.

Employees are not limited to feeling only one of these three components of commitment, they can indeed feel them simultaneously, but at different levels and stages and can even interact between each other, People are not limited to feeling only one of the three they might be influenced and make decisions based on more than a component (Allen & Meyer, 1991).

The authors reinforce that the following are not types of commitment, but components, and each one has its own specific attributes and characteristics

1.2.1.1. Affective Commitment

It is connected to how employees are emotionally attached, identified, and involved with their company; employees affectively committed to their organization stay because “they want to do so” (Meyer & Allen, 1991).

These employees´ satisfaction comes primarily from their work, colleagues, and work environment, and they are the ones who will do more than the expected for their companies (Robinson, 2003), Additionally, Meyer and Allen (1991) that this commitment is not connected to their current experience in the organization, but with the wishes and prospects they have about it.

Meyer and Allen (1991) consider it the most important component and as the most likable to bring positive outcomes for an organization, meaning that employees with the highest levels of affective commitment are predicted to be the ones who will exceed in the workplace

1.2.1.2. Normative Commitment

This component refers to a state of commitment linked with the obligation and the sense of responsibility employees feel for their organization and colleagues; employees in this situation stay because “they ought to do so”. (Meyer & Allen, 1991). Moreover, this sense of responsibility that a person feels is connected to a fear that leaving can prove to create difficulties for their company and colleagues.

1.2.1.3. Continuance Commitment

In this case, employees are committed because they feel the risks and the consequences of leaving their organization; employees like this stay because “they need to do so”. (Meyer & Allen, 1991). Therefore, the action of leaving will be harmful for them, since employees might

not find a work alternative that provides them the same or better conditions and benefits, or even not finding an alternative at all.

Organizations who have people in their workforce feeling like this could face the risk of having unproductive workers that do not leave because they have no other alternative, leading to a loss of organizational revenues.

1.3. Relationship between Employer Branding and Employee Commitment

As stated previously, research on the relationship of employer branding with employee commitment is not as extensive as it is for instance on the impact of employer branding on attraction.

If indeed employees are more committed when they perceive that their company's employer branding strategy matches their expectations and wishes, it is useful to understand how employer branding impacts their commitment toward the organization.

It is also relevant to correctly manage the employees' expectations through a clear communication and leadership. Mosley (2007) stated that the leadership styles should have incorporated on them the values of the employer brand. If the message is wrongly communicated and expectations are not met, employees might become less satisfied and with higher levels of intention to leave (Sharif & Sharif, 2017) leading to lower levels of organizational commitment.

1.3.1. Research Hypotheses

To reach some insights and conclusions there were drawn research hypotheses. There are three main hypotheses, and each one of them subdivides into five more detailed hypotheses. With that there will be a total of fifteen studying the impact of each employer branding dimension on each component of employee commitment.

H1: Affective commitment is impacted by employer branding

H1a) Affective commitment is impacted by healthy work atmosphere

H1b) Affective commitment is impacted by training and development

H1c) Affective commitment is impacted by work-life balance

H1d) Affective commitment is impacted by ethics and CSR

H1e) Affective commitment is impacted by compensation and benefits

H2: Normative commitment is impacted by employer branding

H2a) Normative commitment is impacted by healthy work atmosphere

H2b) Normative commitment is impacted by training and development

H2c) Normative commitment is impacted by work-life balance

H2d) Normative commitment is impacted by ethics and CSR

H2e) Normative commitment is impacted by compensation and benefits

H3: Continuance commitment is impacted by employer branding

H3a) Continuance commitment is impacted by healthy work atmosphere

H3b) Continuance commitment is impacted by training and development

H3c) Continuance commitment is impacted by work-life balance

H3d) Continuance commitment is impacted by ethics and CSR

H3e) Continuance commitment is impacted by compensation and benefits

2. Conceptual Model

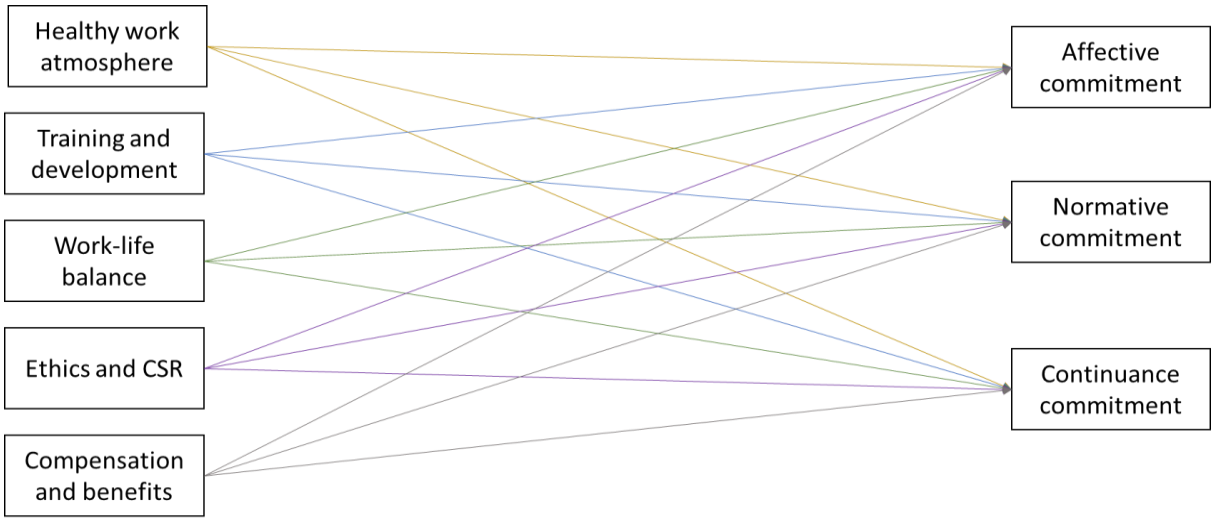
This dissertation aims to study the impact of employer branding on employee commitment, being the first the independent variable and the second the dependent variable.

Tanwar and Prasad in 2017 developed a scale to measure employer a brand. It ended up being organized into 5 dimensions. Those dimensions are healthy work atmosphere (6 items), training and development (6 items); work-life balance (3 items); ethics and corporate social responsibility (4 items); and compensation and benefits (4 items). These are the five independent variables.

Employee commitment is measured accordingly to the Three Component Model by Meyer and Allen (1991), with each component (Affective, Continuance and Normative) being the three dependent variables, having 6 items each.

This study connects each independent variable with each dependent, with the aim to understand which dimension of employer branding has the highest impact on each component of employee commitment.

Figure 2.1. Graphical representation of the Conceptual Model



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3. Methodology

To complement this study and validate it theoretically and practically, a questionnaire was designed and distributed to the target population.

3.1. Sample

The sample is non probabilistic and was selected by convenience, which means the participants were chosen randomly and not by any type of clusters. It had a total of 198 participants. From those 152 were considered valid participants, the remaining 46 were not because they did not complete the questionnaire. The sample is described and characterized in the Results section.

3.2. Procedures

After testing the survey, it was open for participants from April 26th 2021 until August 10th 2021.

It was developed in Qualitrics, a platform that allows to create questionnaires and collect and gather the answers that can then be extracted.

The survey was available in Portuguese and English, so it could be accessed by as much participants as possible.

Due to the pandemic situation all data was collected online, participants were approached mainly from two networks: WhatsApp for closer contacts, and LinkedIn for unknown people who were interested in filling out the survey.

Afterwards, the data was extracted to IBM Statistical Package for the Social Sciences (SPSS) 28.

All data was collected anonymously and exclusively used for this study.

3.3. Instruments

The questionnaire was constructed having in mind the topics that were deepened in the literature review. It has a total of 51 questions is divided into four sections:

1) Introductory message which explains the topics and goals of the study.

2) Socio demographic characterization, which is composed by 10 questions, including age; gender; nationality; country of work; study level; time of professional experience; dimension of the current company; number of companies worked for; years working in the current company and work sector. To make the answer process agile and quick, all questions, excluding age and number of companies worked for, are multiple choices

with the option to select “other” and type their answer if it was not included in the available options. Questions about time of professional experience and time working in the current company have two options: under a year (in which the participants were then asked to indicate the number of months) and over a year (in which the participants were then asked to indicate the number of years).

3) Employer branding and its five dimensions by Tanwar and Prasad (2017) selected for this study: Healthy work atmosphere (6 questions); Training and development (6 questions); Work-life balance (3 questions); Ethics and corporate social responsibility (4 questions); and Compensation and benefits (4 questions). Every question is answered with a Likert scale, 1 to 5 (1 - Totally disagree; 2 - Disagree; 3 - Neither agree or disagree; 4 - Agree; 5 - Totally agree). The second item of work-life balance is about remote working, since this scale was developed in 2017 it has not considered the pandemic context, namely the laws and recommendation to work from home. So, the item was altered from “my organization offers the opportunity to work from home” to “in a non-pandemic context, my organization offers the opportunity to work from home”.

4) Commitment by Meyer and Allen (1991). It is separated into three components: Affective Commitment; Normative Commitment; and Continuance Commitment. Each has 6 items.

   This section was divided into three subsections with 6 items each, 18 in total.

   Each subsection has 2 items from each component of commitment so that there was not any type of monotony for the participants who were answering. Clarifying, every subsection had 2 items from affective commitment, 2 items from normative commitment and 2 items from continuance commitment.

   The scale used was a 5 item Likert scale, being 1- Totally disagree and 5 - Totally agree. The choice for a 5 item Likert scale was made to match the Likert scales used in the above sections

   Some items had questions with a negative connotation. In those cases, they were analyzed by inverting the order of the scale in SPSS.

3.4. Multiple linear regression model

To analyze and discuss the results obtained, multiple linear regression is the most suitable analysis for this study since it will be studied the effect of multiple independent variables on one dependent variable.

As there are three dependent variables (affective commitment, normative commitment, and continuance commitment), three multiple linear regression models were run to test the effect of the five independent variables (healthy work atmosphere, training and development, work-life balance, ethics and corporate social responsibility, compensation and benefits) on each component of employee commitment, and therefore, understand the impact employer branding has on them.

3.4.1. Validity of multiple regression model assumptions

To perform a multiple linear regression analysis, it is essential to verify if seven assumptions are satisfied. These assumptions are all fulfilled as the points below reveal.

1. Linearity of relationship between variables

i. Employer Branding and Affective Commitment

Affective Commitment = 0,086 + 0,569*Healthy work atmosphere – 0,064*Training and Development + 0,094*Work Life Balance + 0,296*Ethics and CSR - 0,008*Compensation and Benefits (1)

ii. Employer Branding and Normative Commitment

Normative Commitment = 0,301 + 0,485*Healthy work atmosphere – 0,077*Training and Development + 0,043*Work Life Balance + 0,234*Ethics and CSR + 0,102*Compensation and Benefits (2)

iii. Employer Branding and Continuance Commitment

Continuance Commitment = 2,392 - 0,072*Healthy work atmosphere + 0.024*Training and Development + 0,023*Work Life Balance + 0,153*Ethics and CSR + 0,025*Compensation and Benefits (3)

2. The mean of residuals is constant

The tables underneath show that in the three components of commitments, the mean of the residuals is constant in each one.

i. Employer Branding and Affective Commitment

Table 2.1. Standardized Residuals of Affective Commitment [a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,799	4,3791	3,3586	,55271	152
Residual	-1,71908	1,49557	,00000	,71652	152
Std. Predicted Value	-2,820	1,846	,000	1,000	152
Std. Residual	-2,359	2,052	,000	,983	152

a. Dependent Variable: Mean_AffectiveCommitment

ii. Employer Branding and Normative Commitment

Table 2.2. Standardized Residuals of Normative Commitment [a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,8326	4,1024	3,1612	,48655	152
Residual	-1,75198	2,30905	,00000	,72534	152
Std. Predicted Value	-2,731	1,934	,000	1,000	152
Std. Residual	-2,375	3,130	,000	,983	152

a. Dependent Variable: Mean_NormativeCommitment

iii. Employer Branding and Continuance Commitment

Table 2.3. Standardized Residuals of Continuance Commitment [a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,65328	3,22313	2,91996	,111806	152
Residual	-1,631255	1,875006	,00000	,640201	152
Std. Predicted Value	-2,385	2,712	,000	1,000	152
Std. Residual	-2,505	2,880	,000	,983	152

a. Dependent Variable: Mean_ContinuanceCommitment

3. The independent variables are not correlated with the residuals

As detailed in the Table 2.4., all independent variables do not have correlations with the residuals, proving that there is not a linear relationship between each one and the residuals.

Table 2.4. Correlations between independent variables and residuals

		Mean_HealthyWorkAtmosphere	Mean_TrainingandDevelopment	Mean_Work-lifeBalance	Mean_EthicsandCSR	Mean_CompensationandBenefits	Unstandardized Residual
Mean_HealthyWorkAtmosphere	Pearson Correlat.	1	,606**	,497**	,656**	,498**	0,000
	Sig. (2-tailded)		<,001	<,001	<,001	<,001	1,000
	N	152	152	152	152	152	152
Mean_TrainingandDevelopment	Pearson Correlat.	,606**	1	,391**	,669**	,538**	0,000
	Sig. (2-tailded)	<,001		<,001	<,001	<,001	1,000
	N	152	152	152	152	152	152
Mean_Work-lifeBalance	Pearson Correlat.	,497**	,391**	1	,387**	,396**	0,000
	Sig. (2-tailded)	<,001	<,001		<,001	<,001	1,000
	N	152	152	152	152	152	152
Mean_EthicsandCSR	Pearson Correlat.	,656**	,669**	,387**	1	,577**	0,000
	Sig. (2-tailded)	<,001	<,001	<,001		<,001	1,000
	N	152	152	152	152	152	152
Mean_CompensationandBenefits	Pearson Correlat.	,498**	,538**	,396**	,577**	1	0,000
	Sig. (2-tailded)	<,001	<,001	<,001	<,001		1,000
	N	152	152	152	152	152	152
Unstandardized Residual	Pearson Correlat.	,000	,000	,000	,000	,000	1
	Sig. (2-tailded)	1,000	1,000	1,000	1,000	1,000	
	N	152	152	152	152	152	152

** Correlation is significant at 0,01 level (2-tailed)

4. No correlation among the residuals

In the three models, the Durbin-Watson values are all approximately equal to 2, proving that there are not correlations among the residuals.

i. Employer Branding and Affective Commitment

Table 2.5. Multiple Linear Regression Analysis for Affective Commitment [b]

					Change Statistics				
R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Changed	F Change	df1	df2	Sig. F Change	Durbin-Watson
,611[a]	,373	,352	,72869	,373	17,375	5	146	<,001	2,176

a. Predictors (Constant): Mean_HealthyWorkAtmosphere, Mean_TrainingandDevelopment, Mean_Work-lifeBalance, Mean_EthicsandCSR, Mean_CompensationandBenefits

b. Dependent Variable: Mean_AffectiveCommitment

ii. Employer Branding and Normative Commitment

Table 2.6. Multiple Linear Regression Analysis for Normative Commitment [b]

R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Changes	Change Statistics				
					F Change	df1	Df2	Sig. F Change	Durbin-Watson
,557[a]	,310	,287	,73765	,310	13,139	5	146	<,001	2,429

a. Predictors (Constant): Mean_HealthyWorkAtmosphere, Mean_TrainingandDevelopment, Mean_Work-lifeBalance, Mean_EthicsandCSR, Mean_CompensationandBenefits
b. Dependent Variable: Mean_NormativeCommitment

iii. Employer Branding and Continuance Commitment

Table 2.7. Multiple Linear Regression Analysis for Continuance Commitment [b]

R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Changes	Change Statistics				
					F Change	df1	Df2	Sig. F Change	Durbin-Watson
,172[a]	,030	-,004	,651072	,030	,891	5	146	,489	1,954

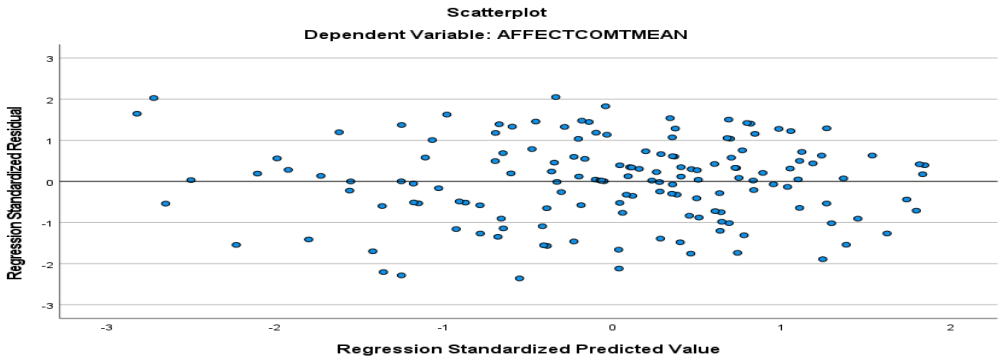
a. Predictors (Constant): Mean_HealthyWorkAtmosphere, Mean_TrainingandDevelopment, Mean_Work-lifeBalance, Mean_EthicsandCSR, Mean_CompensationandBenefits
b. Dependent Variable: Mean_ContinuanceCommitment

5. Homoscedasticity: The variance of the residuals is constant

The three Scatterplot graphics above indicate a constant variance of residuals.

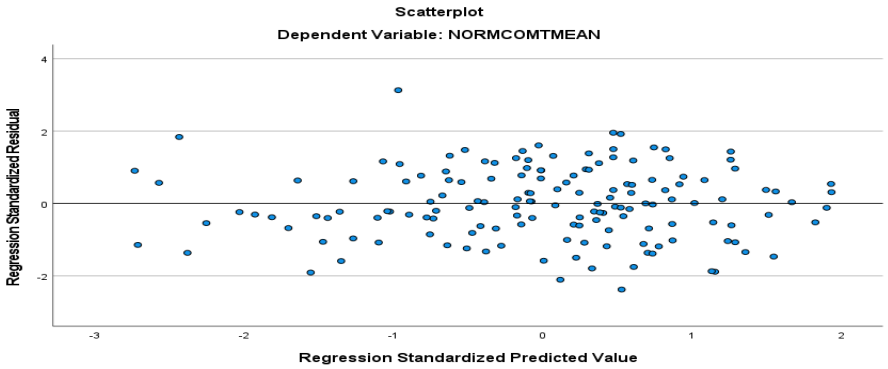
i. Employer Branding and Affective Commitment

Figure 2.1. Scatterplot of Affective Commitment



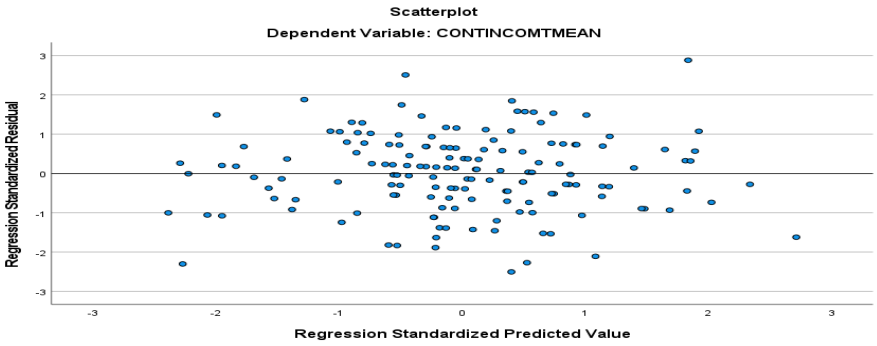
ii. Employer Branding and Normative Commitment

Figure 2.2. Scatterplot of Normative Commitment



iii. Employer Branding and Continuance Commitment

Figure 2.3. Scatterplot of Continuance Commitment



6. Normality of the residuals

I. Employer Branding and Affective Commitment; ii: Employer Branding and Normative Commitment; iii. Employer Branding and Continuance Commitment

According to the Central Limit Theorem, when a sample is considered large, equal, or greater than 30, it can be assumed that the residuals follow approximately a normal distribution. Since our sample size is N=152 (which is over 30), the conclusion is that the residuals follow approximately a normal distribution.

7. No correlation among independent variables (multicollinearity)

i. Employer Branding and Affective Commitment; ii. Employer Branding and Normative Commitment; iii. Employer Branding and Continuance Commitment

Multicollinearity is present when the following values respected: Tolerance (TOL) is under 0,1 and Variance Inflation Factor (VIF) is over 10. Table 2.8. points that for every independent variable the TOL is over 0,1 and the VIF under 10, proving so that there is no multicollinearity, in other words, there is no correlation among the independent variables

Table 2.8. Collinearity Statistics of the independent variables

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Mean_HealthyWorkAtmosphere	,466	2,147
Mean_TrainingandDevelopment	,480	2,082
Mean_Work-lifeBalance	,720	1,388
Mean_EthicsandCSR	,420	2,381
Mean_CompensationandBenefits	,599	1,669

4. Results

4.1. Sociodemographic analysis of the sample

This sample is composed by 152 respondents, 57,2% from the female gender and 42,1% from the male gender. One person from the total sample did not reveal its gender.

Table 4.1. Distribution of respondents by gender

Gender		
Female	87	57,2%
Male	64	42,1%
Other	1	0,7%
Total	152	100,00%

Almost half of the population (44,7%) for this study are people whose ages range between 20 and 29 years old, being the 30-39 group the second most represented with 21,1% of the respondents. These two groups represent 65,8% of the sample. The remaining age distribution is represented below in Table 4.2. The number of respondents reduces as the age group goes up.

Table 4.2. Distribution of respondents by age group

Age group		
20-29	68	44,7%
30-39	32	21,1%
40-49	25	16,4%
50-59	14	9,2%
60+	13	8,6%
Total	152	100,00%

When it comes to the participants' nationalities, Portuguese is by far the most represented one, with 96,1% of the total answers. The remaining were 6 people who answered other nationalities. 93,4% of the people answered that they currently work in Portugal, while 10 respondents work in other countries.

Table 4.3. Distribution of respondents by nationality

Nationality		
Portuguese	146	96,1%
Other	6	3,9%
Total	152	100,00%

Table 4.4. Distribution of respondents by current country of work

Current country of work		
Portugal	142	93,4%
Other	10	6,6%
Total	152	100,00%

Regarding their academic background, 141 people of the 152 have a bachelor's degree or a higher level. From this group, 63 respondents have a bachelor's degree, 54 a master's degree, 20 a post-graduation and 4 a PhD. The remaining distribution is detailed below in Table 4. 5..

Table 4.5. Distribution of respondents by study level

Study level		
11th grade	1	0,7%
12th grade	9	5,9%
Bachelor's degree	63	41,4%
Master's degree	54	35,5%
Post-Graduation	20	13,2%
PhD	4	2,6%
Total	152	100,00%

21 of the respondents have 1 year or less of professional experience, 37 between 2 and 4 years, 29 between 5 and 9 years, 13 between 10 and 14 years, 20 between 15 and 24 years, and 32 have over 25 years of professional experience.

Table 4.6. Distribution of respondents by years of professional experience

Professional experience		
Under 2 years	21	13,8%
Between 2 and 5 years	37	24,3%
Between 5 and 10 years	29	19,1%
Between 10 and 15 years	13	8,6%
Between 15 and 25 years	20	13,2%
Over 25 years	32	21,0%
Total	152	100,00%

Most of the sample (57,2%) works currently in organizations with a total number of workers over 250 (large dimension). The other part is distributed as the graphic shows through the following dimensions: micro (under 10 workers), small (10 to 49 workers) and big (50 to 249 workers). 82,2%of the participants have already worked in 2 or more different organizations, as Table 4.8 specifies.

Table 4.7.Distribution of respondents by the dimension of the current company

Dimension of the current company		
Micro (under 10 workers)	10	6,6%
Small (10 to 49 workers)	18	11,8%
Medium (50 to 249 workers)	37	24,3%
Large (over 250 workers)	87	57,1%
Total	152	100,00%

Table 4.8. Distribution of respondents by the number of companies worked for

Number of companies worked for		
1	27	17,8%
2	33	21,7%
3	35	23,0%
4 or more	57	37,5%
Total	152	100,00%

58 of the respondents have 1 year or less of seniority (time in the current company), 51 between 2 and 4 years, 18 between 5 and 9 years, 4 between 10 and 14 years, 10 between 15 and 24 years, and 11 have over 25 years of seniority.

Table 4.9. Distribution of respondents by years of seniority

Seniority		
Under 2 years	58	38,2%
Between 2 and 5 years	51	33,6%
Between 5 and 10 years	18	11,8%
Between 10 and 15 years	4	2,6%
Between 15 and 25 years	10	6,6%
Over 25 years	11	7,2%
Total	152	100,00%

121 of the respondents work currently in the private sector, while from the remaining 31, 30 are in the public sector and 1 respondent answered the option “Other”.

Table 4.10. Distribution of respondents by sector of work

Sector of work		
Private	121	79,6%
Public	30	19,7%
Other	1	0,7%
Total	152	100,00%

4.2. Correlation analysis

With the intuit of measuring the degree of association between this study liner related variables, there were two options: performing a Pearson correlation test or a Spearman correlation test. Since the greater part of variables used are scales, qualitative and ordinal, the most appropriate test for this context is the Spearman correlation test. All correlations are expressed in Table 4.11.

As it was previously mentioned in this study, the variable dependents are the three components of employee commitment (affective commitment, normative commitment, and continuance commitment). The independent variables are the five dimensions of employer branding (healthy work atmosphere, training and development, work-life balance, ethics and corporate social responsibility, compensation benefits).

All independent variables have positive linear associations with the dependent variables since all correlation coefficients are between 0 and 1.

The employer branding dimensions' correlations with affective commitment range between 0,288 and 0,551; with normative commitment between 0,275 and 0,483; and with continuance commitment between 0,075 and 0,124.

The employer branding dimension that has the strongest association with affective commitment is healthy work atmosphere (0,551) and the less positively associated is compensation and benefits (0,288).

The independent variables that have the strongest association with normative commitment are healthy work atmosphere (0,483) and training and development (0,275), the strongest and the less strong respectively.

There is a concern when it comes to analyze the association between the employer branding dimensions with continuance commitment, as the highest association is 0,124 (ethics and corporate social responsibility) and the lowest is 0,075 (work-life balance). So, the association between employer branding and continuance commitment is very weak.

All independent variables show values of positive linear correlation between each other, which means that an increase in one will impact the others with increase in the others proportionally to each one correlation coefficient.

Table 4.11. Spearman Correlation Test

		Mean_Affective Commitment	Mean_NormativeCo miitment	Mean_Continuance Commitment	Mean_HealthyWorkAtmosphere	Mean_TrainingandDevelopment	Mean_Work-lifeBalance	Mean_EthicsandCSR	Mean_CompensationandBenefits
Mean_AffectiveCommitment	Correlat. Coef.								
	Sig. (2-tailded)								
	N	152							
Mean_NormativeCo miitment	Correlat. Coef.	,670**							
	Sig. (2-tailed)	<,001							
	N	152	152						
Mean_Continuance Commitment	Correlat. Coef.	,284**	,424**						
	Sig. (2-tailed)	<,001	<,001						
	N	152	152	152					
Mean_HealthyWorkAtmosphere	Correlat. Coef.	,551**	,483**	,083					
	Sig. (2-tailded)	<,001	<,001	,307					
	N	152	152	152	152				
Mean_TrainingandDevelopment	Correlat. Coef.	,338**	,275**	,106	,533**				
	Sig. (2-tailded)	<,001	<,001	,193	<,001				
	N	152	152	152	152	152			
Mean_Work-lifeBalance	Correlat. Coef.	,343**	,295**	,075	,481**	,366**			
	Sig. (2-tailded)	<,001	<,001	,356	<,001	<,001			
	N	152	152	152	152	152	152		
Mean_EthicsandCSR	Correlat. Coef.	,456**	,415**	,124	,620**	,636**	,376**		
	Sig. (2-tailded)	<,001	<,001	,129	<,001	<,001	<,001		
	N	152	152	152	152	152	152	152	
Mean_CompensationandBenefits	Correlat. Coef.	,288**	,352**	,105	,434**	,525**	,372**	,541**	
	Sig. (2-tailded)	<,001	<,001	,196	<,001	<,001	<,001	<,001	
	N	152	152	152	152	152	152	152	152

** Correlation is significant at 0,01 level (2-tailed)

4.3. Multiple Linear Regression

4.3.1. Affective Commitment

35,2% of the affective commitment's variance is explained by the independent variables.

By examining Table 4.12., the main conclusion is that the model is valid since ((sig < 0,001) < 0,05), which means that at least of the independent variables is significantly different from zero, so this regression is legitimate. Additionally, Table 4.13 indicates that 35,2% (Adjusted R Square) of affective commitment it is explained by the independent variables.

Table 4.12. One-way ANOVA test for Affective Commitment [a]

	Sum of Squares	Df	Mean Square	F	Sig
Regression	46,129	5	9,226	17,375	<,001[b]
Residual	77,524	146	,531		
Total	123,653	151			

a. Dependent Variable: Mean_AffectiveCommitment
b. Predictors: Mean_HealthyWorkAtmosphere, Mean_TrainingandDevelopment, Mean_Work-lifeBalance, Mean_EthicsandCSR, Mean_CompensationandBenefits

Table 4.13. Multiple Linear Regression Analysis for Affective Commitment [b]

					Change Statistics				
R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Changed	F Change	df1	df2	Sig. F Change	Durbin-Watson
,611[a]	,373	,352	,72869	,373	17,375	5	146	<,001	2,176

a. Predictors (Constant): Mean_HealthyWorkAtmosphere, Mean_TrainingandDevelopment, Mean_Work-lifeBalance, Mean_EthicsandCSR, Mean_CompensationandBenefits
b. Dependent Variable: Mean_AffectiveCommitment

As it was mentioned before the model that explains the relationship between employer branding and affective commitment is valid, but not all independent variables are significant to express this relationship. Table 4.14 analyzes the effect of each independent variable on affective commitment. Healthy work atmosphere (<0,001) and ethics and corporate social responsibility (0,034) are the ones whose sig. is lower than the significance level (0,05), Therefore, they help to explain this model and should not be removed from them, while the remaining (training and development, work-life balance and compensation and benefits) can be removed from the model, since they cannot help in explaining the model. The same table also describes the correlation and directionality of each employer branding variable.

Table 4.14. Analysis of each independent variable effect in Affective Commitment

Independent variables	Unstandardized Beta	Correlation and directionality	Meaning if the others independent variables are constant	Sig.	Validity
Healthy work atmosphere	0,569	Moderate and positive	For each unit increased in this independent variable, affective commitment (dependent variable) increases 0,569 units.	>0,001	Valid
Training and development	-0.064	Very weak and negative	For each unit increased in this independent variable, affective commitment (dependent variable) decreases 0,064 units.	0,486	Not valid
Work-life balance	0,094	Very weak and positive	For each unit increased in this independent variable, affective commitment (dependent variable) increases 0,094 units.	0,216	Not valid
Ethics and CSR	0,296	Weak and positive	For each unit increased in this independent variable, affective commitment (dependent variable) increases 0,296 units.	0,034	Valid
Compensation and benefits	-0,008	Very weak and negative	For each unit increased in this independent variable, affective commitment (dependent variable) decreases 0,008 units.	0,925	Not valid

By analyzing Table 4.15, more conclusions can be drawn about the independent variables' effects on the dependent variable when analyzing the values of the Unstandardized B. For instance, keeping all independent variables constant except healthy work atmosphere, it means that for each one unit increase in healthy work atmosphere, the affective commitment (dependent variable) increases 0,569 units. If the value of each this model's independent variables was zero, it would mean the estimated value for affective commitment would be 0,086.

Table 4.15. Regression Analysis for Affective Commitment [a]

	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig	Collinearity Statistics	
						Tolerance	VIF
(Constant)	,086	,368		,234	,815		
Mean_HealthyWorkAtmosphere	,569	,124	,441	4,590	<,001	,466	2,147
Mean_TrainingandDevelopment	-,064	,091	-,066	-,699	,486	,480	2,082
Mean_Work-lifeBalance	,094	,076	,096	1,243	,216	,720	1,388
Mean_EthicsandCSR	,296	,138	,216	2,140	,034	,420	2,381
Mean_CompensationandBenefits	-,008	,087	-,008	-,095	,925	,599	1,669

a. Dependent Variable: Mean_AffectiveCommitment

4.3.2. Normative Commitment

About Normative Commitment, the insight taken from the analysis model is that the model is also valid since ((sig < 0,001) < 0,05), which means that at least one of the independent variables is significantly different to zero, so this model is relevant to explain normative commitment. 28,7% of the normative commitment's variance is explained by the independent variables, as Table 4.17 shows in the Adjusted R Square component.

Table 4.16. One-way ANOVA test for Normative Commitment [a]

	Sum of Squares	Df	Mean Square	F	Sig
Regression	35,746	5	7,149	13,139	<,001[b]
Residual	79,443	146	,544		
Total	115,190	151			

a. Dependent Variable: Mean_NormativeCommitment
b. Predictors: Mean_HealthyWorkAtmosphere, Mean_TrainingandDevelopment, Mean_Work-lifeBalance, Mean_EthicsandCSR, Mean_CompensationandBenefits

Table 4.17.Multiple Linear Regression Analysis for Normative Commitment [b]

					Change Statistics				
R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Changes	F Change	df1	Df2	Sig. F Change	Durbin-Watson
,557[a]	,310	,287	,73765	,310	13,139	5	146	<,001	2,429

a. Predictors (Constant): Mean_HealthyWorkAtmosphere, Mean_TrainingandDevelopment, Mean_Work-lifeBalance, Mean_EthicsandCSR, Mean_CompensationandBenefits
b. Dependent Variable: Mean_NormativeCommitment

Just one independent variable helps explaining this model (healthy work atmosphere) since it is the only one that the sig below the significance level of 0,05. So, it is the only variable that should not be removed from the model explaining the relationship between employer branding and normative commitment. To understand the behavior of all independent variables, Table 4.18. explains each one of them.

Table 4.18. Analysis of each independent variable effect in Normative Commitment

Independent variables	**Unstandardized Beta**	**Correlation and directionality**	**Meaning (if the others independent variables are constant)**	**Sig.**	**Validity**
Healthy work atmosphere	0,485	Moderate and positive	For each unit increased in this independent variable, normative commitment (dependent variable) increases 0,485 units.	>0,001	Valid
Training and development	-0,077	Very weak and negative	For each unit increased in this independent variable, normative commitment (dependent variable) decreases 0,077 units.	0,407	Not valid
Work-life balance	0,043	Very weak and positive	For each unit increased in this independent variable, normative commitment (dependent variable) increases 0,043 units.	0,580	Not valid
Ethics and CSR	0,234	Weak and positive	For each unit increased in this independent variable, normative commitment (dependent variable) increases 0,234 units.	0,098	Not valid
Compensation and benefits	0,102	Very weak and postive	For each unit increased in this independent variable, normative commitment (dependent variable) increases 0,102 units.	0,247	Not valid

The values of the Unstandardized B in Table 4.19. demonstrate the impact that each independent variable has on the dependent variable if all the remain independent variables are equal to zero.

Table 4.19. Regression Analysis for Normative Commitment [a]

						Collinearity Statistics	
	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig	Tolerance	VIF
(Constant)	,301	,372		,807	,421		
Mean_HealthyWorkAtmosphere	,485	,126	,389	3,865	<,001	,466	2,147
Mean_TrainingandDevelopment	-,077	,092	-,082	-,832	,407	,480	2,082
Mean_Work-lifeBalance	,043	,077	,045	,554	,580	,720	1,388
Mean_EthicsandCSR	,234	,140	,177	1,667	,098	,420	2,381
Mean_CompensationandBenefits	,102	,088	,103	1,163	,247	,599	1,669

a. Dependent Variable: Mean_NormativeCommitment

4.3.3. Continuance Commitment

For this commitment (sig = 0,489) > 0,05. Therefore, it is assumed that it cannot be rejected that the independent variables are equal to zero. The conclusion is that the multiple linear regression model of employer branding and continuance commitment is not valid since the Adjusted R Square is almost neutral (-0,004), the conclusion is that the employer branding variables do not help explain continuance commitment.

Table 4.20. One-way ANOVA test for Continuance Commitment [a]

	Sum of Squares	Df	Mean Square	F	Sig
Regression	1,888	5	,378	,891	0,489[b]
Residual	61,889	146	,424		
Total	63,776	151			

a. Dependent Variable: Mean_ContinuanceCommitment
b. Predictors: Mean_HealthyWorkAtmosphere, Mean_TrainingandDevelopment, Mean_Work-lifeBalance, Mean_EthicsandCSR, Mean_CompensationandBenefits

Table 4.21. Multiple Linear Regression Analysis for Continuance Commitment [b]

					Change Statistics				
R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Changes	F Change	df1	Df2	Sig. F Change	Durbin-Watson
,172[a]	,030	-,004	,651072	,030	,891	5	146	,489	1,954

a. Predictors (Constant): Mean_HealthyWorkAtmosphere, Mean_TrainingandDevelopment, Mean_Work-lifeBalance, Mean_EthicsandCSR, Mean_CompensationandBenefits
b. Dependent Variable: Mean_ContinuanceCommitment

Table 4.22. Analysis of each independent variable effect in Continuance Commitment

Independent variables	Unstandardized Beta	Correlation and directionality	Meaning (if the others independent variables are constant)	Sig.	Validity
Healthy work atmosphere	-0,072	Very weak and negative	For each unit increased in this independent variable, continuance commitment (dependent variable) decreases 0,072 units.	0,519	Not valid
Training and development	0,024	Very weak and positive	For each unit increased in this independent variable, continuance commitment (dependent variable) increases 0,024 units.	0,769	Not valid
Work-life balance	0,023	Very weak and positive	For each unit increased in this independent variable, continuance commitment (dependent variable) increases 0,023 units.	0,740	Not valid
Ethics and CSR	0,153	Weak and positive	For each unit increased in this independent variable, continuance commitment (dependent variable) increases 0,153 units.	0,217	Not valid
Compensation and benefits	0,025	Very weak and positive	For each unit increased in this independent variable, continuance commitment (dependent variable) increases 0,025 units.	0,751	Not valid

Table 4.23. Regression Analysis for Continuance Commitment [a]

						Collinearity Statistics	
	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig	Tolerance	VIF
(Constant)	2,392	,329		7,280	<0,01		
Mean_HealthyWorkAtmosphere	-,072	,111	-,077	-,646	,519	,466	2,147
Mean_TrainingandDevelopment	,024	,081	,035	,294	,769	,480	2,082
Mean_Work-lifeBalance	,023	,068	,032	,332	,740	,720	1,388
Mean_EthicsandCSR	,153	,124	,156	1,239	,217	,420	2,381
Mean_CompensationandBenefits	,025	,078	,033	,318	,751	,599	1,669

a. Dependent Variable: Mean_ContinuanceCommitment

4.4. Correlations and Hypotheses Validity

The table below has an overview of analysis of the variables and its respective hypotheses. As described in the previous part, there are three valid hypotheses: H1a) Affective commitment is impacted by healthy work atmosphere; H1d) Affective commitment is impacted ethics and corporate social responsibility; and H2a) Normative commitment is impacted by healthy work atmosphere.

Table 4.24. Correlations between all independent variables with the dependent variables and Hypotheses Validity

Hypothesis	Independent variables	Unstandardized Beta	Correlation and directionality	Meaning (if the others independent variables are constant)	Sig.	Validity
			Dependent variable: Affective Commitment			
H1a)	Healthy work atmosphere	0,569	Moderate and positive	For each unit increased in this independent variable, affective commitment (dependent variable) increases 0,569 units.	>0,001	Valid
H1b)	Training and development	-0.064	Very weak and negative	For each unit increased in this independent variable, affective commitment (dependent variable) decreases 0,064 units.	0,486	Not valid
H1c)	Work-life balance	0,094	Very weak and positive	For each unit increased in this independent variable, affective commitment (dependent variable) increases 0,094 units.	0,216	Not valid
H1d)	Ethics and CSR	0,296	Weak and positive	For each unit increased in this independent variable, affective commitment (dependent variable) increases 0,296 units.	0,034	Valid
H1e)	Compensation and benefits	-0,008	Very weak and negative	For each unit increased in this independent variable, affective commitment (dependent variable) decreases 0,008 units.	0,925	Not valid
			Dependent variable: Normative Commitment			
H2a)	Healthy work atmosphere	0,485	Moderate and positive	For each unit increased in this independent variable, normative commitment (dependent variable) increases 0,485 units.	>0,001	Valid
H2b)	Training and development	-0,077	Very weak and negative	For each unit increased in this independent variable, normative commitment (dependent variable) decreases 0,077 units.	0,407	Not valid
H2c)	Work-life balance	0,043	Very weak and positive	For each unit increased in this independent variable, normative commitment (dependent variable) increases 0,043 units.	0,580	Not valid
H2d)	Ethics and CSR	0,234	Weak and positive	For each unit increased in this independent variable, normative commitment (dependent variable) increases 0,234 units.	0,098	Not valid
H2e)	Compensation and benefits	0,102	Very weak and postive	For each unit increased in this independent variable, normative commitment (dependent variable) increases 0,102 units.	0,247	Not valid
			Dependent variable: Continuance Commitment			
H3a)	Healthy work atmosphere	-0,072	Very weak and negative	For each unit increased in this independent variable, continuance commitment (dependent variable) decreases 0,072 units.	0,519	Not valid
H3b)	Training and development	0,024	Very weak and positive	For each unit increased in this independent variable, continuance commitment (dependent variable) increases 0,024 units.	0,769	Not valid
H3c)	Work-life balance	0,023	Very weak and positive	For each unit increased in this independent variable, continuance commitment (dependent variable) increases 0,023 units.	0,740	Not valid
H3d)	Ethics and CSR	0,153	Weak and positive	For each unit increased in this independent variable, continuance commitment (dependent variable) increases 0,153 units.	0,217	Not valid
H3e)	Compensation and benefits	0,025	Very weak and positive	For each unit increased in this independent variable, continuance commitment (dependent variable) increases 0,025 units.	0,751	Not valid

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5. Discussion and Conclusion

The main purpose of this study was to assess if the impact that the employer branding dimensions perceived by employees had any relationship with employee commitment.

Through multiple linear regression analysis, three models were created. All of them had the same independent variables, that were the 5 dimensions of employer branding selected for this study; healthy work atmosphere; training and development; work-life balance; ethics and corporate social responsibility; and compensation and benefits. What differed in each one was the dependent variables, for the first one it was affective commitment; for the second normative commitment; and then finally continuance commitment.

Each model's dependent variable variation has its own fit with its respective independent variables. 35,2% of affective commitment variation is explained by the introduced dimensions of employer branding; 28,7% of the variation normative commitment is explained by the independent variables, while in continuance commitment this value is negative (-0,4%). In the three models each employer branding dimension (independent variables) has its own explanatory capacity, and they follow all the assumptions that a multiple linear regression model should have (explained in the Results section).

In the first, almost all employer branding dimensions have a positive effect on affective commitment, except for training and development, and compensation and benefits which have a negative effect. Three of them have a very weak effect (training and development, work-life balance, and compensation and benefits), meaning that is almost an entirely neutral effect. The two valid independent variables have bigger effects: healthy work atmosphere and ethics and corporate social responsibility. For each unit increased each of these independent variables, there will be an increase of 0,569 units and 0,296, respectively, in affective commitment.

For normative commitment, the conclusions are very similar. Training and development is the only variable to have a negative effect, despite being almost a value of zero. The same three independent variables than the affective commitment model have a very effect of almost zero, while healthy work atmosphere and ethics and corporate social responsibility have greater effects. For each unit increased each of these independent variables, there will be an increase of 0,485 units and 0,234 (respectively) in normative commitment.

In the continuance commitment model, all independent variables have very weak effects on the dependent variable.

From the three multiple linear regression models, only two of them were considered valid: the affective commitment model and the normative commitment model. The one which was

intended to explore the relationship between employer branding and continuance commitment was considered not valid since it was the only one that in the ANOVA test had a sig > 0,05, meaning that this regression model does not predict significantly well the dependent variable (continuance commitment). The first two models, for affective commitment and for normative commitment, had their sig < 0,05, so each one of them predicts their dependent variable significantly well.

Although the affective commitment model is valid, only two of its independent variables are valid when predicting this component of employee commitment. So, only the independent variables healthy work atmosphere and ethics and corporate social responsibility are appropriate to justify affective commitment. The other independent variables (training and development, work-life balance, and ethics and corporate social responsibility) can be removed from the model.

Regarding normative commitment, the model is also valid as explained above, but for this specific only healthy work atmosphere is suitable to explain it. All the others four independent variables can be removed from the model

The continuance commitment again is not valid, and naturally none of its independent variables can explain this form of employee commitment.

In conclusion, employer branding has valid correlations with affective and normative commitment, meaning that it has an impact on these components of commitment. When it comes to continuance commitment, the multiple linear regression model is not valid, demonstrating that there is not a relationship between these two variables. Healthy work atmosphere and ethics and corporate social responsibility help explain affective commitment while in normative commitment the only employer branding variable that helps explaining is healthy work atmosphere.

6. Limitations and suggestions for future research

This study had naturally some limitations, and it is relevant to express them.

Firstly, despite having a decent size (N=152), the sample could of course be larger. A bigger number of respondents could bring more valid and significant results.

Additionally, despite not being very long, the questionnaire cannot be considered short. The average time of response was around 7 minutes. A shorter questionnaire would probably increase the finished response rate, therefore, increase the number of valid participants.

Then, over 90% of the respondents were Portuguese or working in Portugal, which means that these results are almost entirely focused on the Portuguese reality and may not represent the situation in other contexts, in this case, in people from other nationalities or people working in different countries.

As it was mentioned in the Methodology section, the distribution of the questionnaire was random, being the only criteria having professional experience. With this, I suggest that for future studies, this analysis could be done in specific clusters. For instance, doing this data collection for a specific age group (generation) or for a specific industry.

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8. Annexes

Annex A – Questionnaire (Language: Portuguese and English)

Questionário

Olá,
Sou aluno do 2º ano Mestrado em Gestão de Recursos Humanos e Consultadoria Organizacional na ISCTE Business School.
Neste momento, encontro-me numa fase crucial da minha Dissertação de Mestrado com o intuito de explicar o impacto da Employer Brand interna no compromisso organizacional dos colaboradores.
A sua participação neste questionário é uma grande ajuda para mim e para o estudo, sendo todas as suas respostas anónimas e confidenciais.
A resposta demora menos de 5 minutos.
Muito obrigado pela sua participação e ajuda.
Francisco Pratas

Questionnaire

Hello,
My name is Francisco Pratas and I am a 2nd year MSc student at ISCTE Business School in Human Resources Management and Organizational Consultancy.
I am currently developing my Master's Dissertation in order to explain the impact of the internal Employer Brand on employee commitment.
Your participation in this questionnaire is very important for the study and your answers are anonymous and confidential.
The response takes less than 5 minutes.
Thank you very much for your participation and help.
Francisco Pratas

Q1 Idade.

_____

Q1 Age

_____

Q2 Género.

- ○ Feminino (1)
- ○ Masculino (2)
- ○ Outro (3) _____

Q2 Gender

- ○ Female (1)
- ○ Male (2)
- ○ Other (3) _____

Q3 Nacionalidade.

- ○ Portuguesa (1)
- ○ Outra (2) _____

Q3 Nationality

- ○ Portuguese (1)
- ○ Other (2) _____

Q4 País em que trabalha.

- ○ Portugal (1)
- ○ Outro (2) _____

Q4 Country where you work.

- ○ Portugal (1)
- ○ Other (2) _____

Q5 Nível de Estudos.

- ○ Inferior ao 9ºano (1)
- ○ 9ºano (2)

- ○ 10ºano (3)
- ○ 11ºano (4)
- ○ 12ºano (5)
- ○ Licenciatura (6)
- ○ Mestrado (5)
- ○ Pós-Graduação (8)
- ○ Doutoramento (9)
- ○ Outro (10) _____

Q5 Study Level

- ○ Inferior than 9th grade (1)
- ○ 9th grade (2)
- ○ 10th grade (3)
- ○ 11th grade (4)
- ○ 12th grade (5)
- ○ Bachelor's Degree (6)
- ○ Master's Degree (5)
- ○ Post-Graduate (8)
- ○ PhD (9)
- ○ Other (10) _____

Q6 Total de anos de Experiência Profissional.

- ○ Menos de 1 ano. Por favor indique o número de meses. (1)
  _____
- ○ Mais de 1 ano. Por favor indique o número de anos. (4)
  _____

Q6 Total years of Professional Experience.

- ○ Under a year. Please indicate the number of months. (1)
  _____
- ○ Over a year. Please indicate the number of years. (4)
  _____

Q7 Dimensão da empresa atual.

- ○ Micro Empresa (menos de 10 trabalhadores efetivos) (1)
- ○ Pequena Empresa (entre 10 e 49 trabalhadores efetivos) (2)
- ○ Média Empresa (entre 50 e 249 trabalhadores) (3)
- ○ Grande Empresa (mais de 250 trabalhadores) (4)

Q7 Dimension of the current company

- ○ Micro (under 10 effective workers) (1)
- ○ Small (between 10 and 49 effective workers) (2)
- ○ Medium (between 50 and 249 effective workers) (3)
- ○ Large (over 250 effective workers) (4)

Q8 Número de empresas em que trabalhou.

_____

Q8 Number of companies worked for.

_____

Q9 Anos a trabalhar na empresa atual.

- ○ Menos de 1 ano. Por favor indique o número de meses. (1)
  _____
- ○ Mais de 1 ano. Por favor indique o número de anos. (2)
  _____

Q9 Years working in the current company.

- ○ Under a year. Please indicate the number of months. (1)
  _____
- ○ Over a year. Please indicate the number of years. (2)
  _____

Q10 Setor de trabalho.

- ○ Público (1)
- ○ Privado (2)
- ○ Outro (3) _____

Q10 Work sector.

- ○ Public (1)
- ○ Private (2)
- ○ Other (3) _____

Q11 A minha organização dá autonomia aos colaboradores para tomar decisões.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)

- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q11 My organization provides its workers autonomy to make decisions.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q12 A minha empresa dá oportunidades que permitem criar uma boa atmosfera de grupo.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Nem concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q12 My organization offers opportunities to enjoy a group atmosphere.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q13 Tenho amigos de trabalho que estão prontos para assumir a minha responsabilidade na minha ausência.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q13 I have work friends who are ready to share my responsibilty at work in my absence.

- ○ 1 - Strongly disagree (1)
- ○ 2 - Disagree (2)
- ○ 3 - Neither agree nor disagree (3)
- ○ 4 - Agree (4)
- ○ 5 - Strongly agree (5)

Q14 A minha empresa dá-me reconhecimento quando faço um bom trabalho.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q14 My organization recognises me when I do good work.

- ○ 1 - Strongly disagree (1)
- ○ 2 - Disagree (2)

- ○ 3 - Neither agree nor disagree (3)
- ○ 4 - Agree (4)
- ○ 5 - Strongly agree (5)

Q15 A minha empresa proporciona um ambiente de trabalho relativamente livre de stress.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q15 My organization offers a relatively stress-free work environment.

- ○ 1 - Strongly disagree (1)
- ○ 2 - Disagree (2)
- ○ 3 - Neither agree nor disagree (3)
- ○ 4 - Agree (4)
- ○ 5 - Strongly agree (5)

Q16 A minha empresa dá a oportunidade de trabalhar em equipas.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q16 My organization offers the opportunity to work in teams.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q17 A minha empresa proporciona cursos de formação online.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Nem concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q17 My organization provides us with online training courses.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q18 A minha empresa organiza várias conferências, workshops e programas de formação regularmente.

- 1 - Discordo totalmente (1)

- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q18 My organization organizes various conferences, workshops and training programmes on a regular basis.

- ○ 1 - Strongly disagree (1)
- ○ 2 - Disagree (2)
- ○ 3 - Neither agree nor disagree (3)
- ○ 4 - Agree (4)
- ○ 5 - Strongly agree (5)

Q19 A minha empresa dá a oportunidade de trabalhar em projetos estrangeiros.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q19 My organization offers opportunities to work on foreign projects.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q20 A minha empresa investe fortemente em formação e desenvolvimento dos seus colaboradores.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Nem concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q20 My organization invests heavily in training and development of its employees.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q21 O desenvolvimento de competências é um processo contínuo na minha empresa.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q21 Skills development is a continuous process in my organization.

- ○ 1 - Strongly disagree (1)
- ○ 2 - Disagree (2)
- ○ 3 - Neither agree nor disagree (3)
- ○ 4 - Agree (4)
- ○ 5 - Strongly agree (5)

Q22 A minha empresa tem uma comunicação clara sobre os planos de progressão de carreira dos seus colaboradores.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q22 My organization communicates clear advancement paths for its employees.

- ○ 1 - Strongly disagree (1)
- ○ 2 - Disagree (2)

- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q23 A minha empresa proporciona horários de trabalho fléxiveis.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Nem concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q23 My organization provides flexible working hours.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q24 Em contexto de não confinamento, minha empresa dá a oportunidade de trabalhar a partir de casa.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Nem concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q24 In a non lockdown context, my organization offers the opportunity to work from home.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q25 A minha organização fornece instalações desportivas no local da empresa.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Nem concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q25 My organization provides an on-site sports facility.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q26 A minha empresa tem uma atitude justa para com os colaboradores.

- 1 - Discordo totalmente (1)

- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q26 My organization has a fair attitude towards employees.

- ○ 1 - Strongly disagree (1)
- ○ 2 - Disagree (2)
- ○ 3 - Neither agree nor disagree (3)
- ○ 4 - Agree (4)
- ○ 5 - Strongly agree (5)

Q27 É esperado que os colaboradores sigam todas as regras e regulamentos.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q27 Employees are expected to follow all rules and regulations.

- ○ 1 - Strongly disagree (1)
- ○ 2 - Disagree (2)
- ○ 3 - Neither agree nor disagree (3)
- ○ 4 - Agree (4)

- ○ 5 - Strongly agree (5)

Q28 Considero a minha empresa uma empresa humanitária que retribui à sociedade.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q28 A humanitarian organization that gives back to society.

- ○ 1 - Strongly disagree (1)
- ○ 2 - Disagree (2)
- ○ 3 - Neither agree nor disagree (3)
- ○ 4 - Agree (4)
- ○ 5 - Strongly agree (5)

Q28 Existe um procedimento confidencial para reportar má conduta no trabalho.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q29 There is a confidential procedure to report misconduct at work.

- ○ 1 - Strongly disagree (1)

- ○ 2 - Disagree (2)
- ○ 3 - Neither agree nor disagree (3)
- ○ 4 - Agree (4)
- ○ 5 - Strongly agree (5)

Q30 No geral, o salário dado pela minha empresa é alto.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q30 In general, the salary offered my organization is high.

- ○ 1 - Strongly disagree (1)
- ○ 2 - Disagree (2)
- ○ 3 - Neither agree nor disagree (3)
- ○ 4 - Agree (4)
- ○ 5 - Strongly agree (5)

Q31 A minha empresa paga horas extra.

- ○ 1 - Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Nem concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q31 My organization provides overtime pay.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q32 A minha empresa dá bons benefícios de saúde.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Nem concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q32 My organization provides good health benefits.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q33 A minha empresa proporciona um plano de seguro para os colaboradores e dependentes.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)

- 3 - Nem concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q33 My organization provides insurance coverage for employees and dependents.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither agree nor disagree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q34 Ficaria muito feliz em passar o resto da minha carreira com a minha empresa.

- 1- Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q34 I would be very happy to spend the rest of my career with this organization.

- 1- Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q35 Sinto realmente que os problemas desta organização são como fossem meus.

- 1- Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q35 I really feel as if this organization's problems are my own.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q36 Neste momento, permanecer na minha empresa é uma questão de necessidade tanto quanto de desejo.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q36 Right now, staying with my organization is a matter of necessity as much as desire.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)

- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q37 Seria muito difícil para mim deixar a minha empresa agora, mesmo se eu quisesse.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q37 It would be very hard for me to leave my organization right now, even if I wanted to.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q38 Não sinto qualquer tipo de obrigação para com o meu atual empregador.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q38 I do not feel any obligation to remain with my current employer.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q39 Mesmo que fosse vantajoso para mim, não sinto que seria correto abandonar a minha empresa agora.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q39 Even if it were to my advantage, I do not feel it would be right to leave my organization now.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q40 Não sinto uma forte "sensação de pertença" à minha empresa.

- 1- Discordo totalmente (1)

- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q40 I do not feel a strong sense of "belonging" to my organization.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q41 Não me sinto "emocialmente ligado" à minha empresa.

- 1- Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q41 I do not feel "emotionally attached" to my organization.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)

- 5 - Strongly agree (5)

Q42 Grande parte da minha vida seria perturbada se eu decidisse que queria deixar a minha empresa agora.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q42 Too much of my life would be disrupted if I decided I wanted to leave my organization now.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q43 Sinto que tenho muitas poucas opções para considerar deixar a minha empresa.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q43 I feel that I have too few options to consider leaving my organization.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q44 Sentir-me-ia culpado se deixasse a minha empresa agora.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q44 I would feel guilty if I left my organization now.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q45 A minha empresa merece a minha lealdade.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q45 This organization deserves my loyalty.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q46 Não me sinto como "parte da família" na minha empresa.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q46 I do not feel like "part of the family" at my organization

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q47 A minha empresa significa muito para mim pessoalmente.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q47 This organization has a great deal of personal meaning for me.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q48 Se eu já não tivesse entregue tanto de mim à minha empresa, poderia pensar em trabalhar em outro lugar.

- ○ 1- Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q48 If I had not already put so much of myself into this organization, I might consider working elsewhere.

- ○ 1 - Strongly disagree (1)
- ○ 2 - Disagree (2)
- ○ 3 - Neither disagree nor agree (3)
- ○ 4 - Agree (4)
- ○ 5 - Strongly agree (5)

Q49 Uma das poucas consequências negativas de deixar a minha empresa seria a escassez de alternativas disponíveis.

- ○ 1- Discordo totalmente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não concordo nem discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo totalmente (5)

Q49 One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q50 Não deixaria a minha empresa agora porque tenho um sentido de obrigação para com as pessoas nela.

- 1 - Discordo totalmente (1)
- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q50 I would not leave my organization right now because I have a sense of obligation to the people in it.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)

Q51 Devo muito à minha empresa.

- 1 - Discordo totalmente (1)

- 2 - Discordo (2)
- 3 - Não concordo nem discordo (3)
- 4 - Concordo (4)
- 5 - Concordo totalmente (5)

Q51 I owe a great deal to my organization.

- 1 - Strongly disagree (1)
- 2 - Disagree (2)
- 3 - Neither disagree nor agree (3)
- 4 - Agree (4)
- 5 - Strongly agree (5)