

**THE MEDIATION ROLE OF EMPLOYEES BRAND COMMITMENT IN
THE RELATIONSHIP BETWEEN EMPLOYEES' BRAND AWARENESS
AND BRAND CITIZENSHIP BEHAVIOR**

(IN THE CASE OF ETHIO TELECOM ADDIS ABABA DIVISIONS)



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between Employees' Brand Awareness and Brand Citizenship Behavior**

(In Case Of Ethio Telecom Addis Ababa Divisions)

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LETTER OF DECLARATION

I, the under signed, declare that this thesis is my original work and has not been presented for a degree in any other University, and that all the sources of material used for the thesis has been duly acknowledged.

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Abstract

This is a study on the mediation role of employees brand commitment in the relationship between employees brand awareness and their brand citizenship behavior in ethio telecom. It has the objective of testing the main relations between employees brand knowledge and their level of commitment to deliver the brand promises, the relationship between employees brand commitment and their brand citizenship behavior which will clearly result in investigation of the mediation role that employees brand commitment plays in between the two variables. The study has used primary data through questionnaire distributed to more than 250 employees of ethio telecom residing in Addis Ababa of which 216 are collected with full information. This data is analyzed using Spearman's correlation with the help of SPSS 16.0 version which is helpful to investigate the direction of relation that the variables in this study have. In order to investigate the possible effect of the independent variables on the dependent ones the study has used ordinal regression model as well. Based on the analysis result certain conclusions are made on which reasonable conclusions are made on intern.

KEY WORDS: Brand knowledge, brand commitment, brand citizenship behavior

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CHAPTER ONE

1.1. INTRODUCTION

There are very few strategic assets available to a company that can provide a long-lasting competitive advantage, and even then the time span of the advantage is getting shorter. Brands are one of them, along with R&D, a real consumer orientation, an efficiency culture (cost cutting), employee involvement, and the capacity to change and react rapidly (J. N. Kapferer, 2008.) Brands have been mostly associated with consumers' perception of the products/services they consume or use. But now days according to Kornburger, 2010 brands are enacted in the behavior of the organizational members and they are becoming the way employees of a company do things around. This is because, unless employees know and believe their company's brand their actions towards their customers will not be implemented in a way the company wants it.

The main question here is "what brands really are?" Like the definitions we literally know, brand has been defined in almost the same way that trademarks have been defined. For example American Marketing Association (AMA) defined brand in a way that US Federal Trademark Act defined trademarks as "any word, name, symbol, or device, or any combination thereof adopted and used by manufacturers or merchants to identify their goods" (Cohen, 1986). Still the AMA Dictionary of Marketing Terms notes that "the legal term for brand is trademark." More clear definition were provided by Kapferer in 2008 which stated that "brand is not only the name of a product and service; it is the vision that drives the creation of products and services under that name."

Brand has been used since the time pastoralists were placing marks on their cattle burning each ones skin using unique marks. Now days much more studies have been done and brands are being used more than as identifiers. Companies are trying to develop effective brands and emphasize on their employees to deliver these brand promises to their respective customers. This has led the new concept, internal branding, to arise and used by most of bigger companies today. Internal branding is the set of strategic processes that align and empower employees to deliver the appropriate customer experience in a consistent fashion. These processes include, but are not limited to, internal communications, training support, leadership practices, reward & recognition programs, recruitment practices and sustainability factors (Canadian Marketing Association 2007). Using this, internal branding, companies aware their employees about the overall goals of their brand along with the possible ways of delivering its promises. As such internal branding leads to „*employees brand knowledge*“. Employees brand knowledge is the extent to which employees understand their organizations brand meaning, knowledge of customers need and expectation, be clear with their responsibilities to deliver the brand promises (kimpakor and Tocquer, 2009). Ones employees know the overall brand concerns of their company they will be committed in delivering these concerns to the final users, customers. As such Thomson et al. (1999) argue that when employees are fully aware of and understand the brand values they become more committed to the brand and to practice on-brand behavior. Brand commitment has been considered as an important outcome of the dissemination of brand knowledge and also as resultant of organizational effectiveness and productivity (Fiorito et al., 2007, Meyer et al., 1993). Once again employees brand commitment is recently considered as a means of creating employees brand citizenship behavior. Brand citizenship behavior (BCB) is a measure of employees“ willingness to extra effort that goes beyond its basic functions i.e. projecting the

consistent behavior. It was originated from organizational citizenship behavior (OCB), and significantly different from it in that it goes beyond the scope of OCB. It is postulated that the stronger brand knowledge, the higher the brand commitment and the more consistent employee brand behavior during the brand delivery. (Hasnizam Shaari and et al, 2012)

Generally different studies have stated that employees brand knowledge is the base for their commitment to deliver brand promises which intern determines their brand citizenship behavior. This study has tried to test these relations in case of ethio telecom employees taking those in Addis Ababa divisions.

1.2 STATEMENT OF THE PROBLEM AND RESEARCH QUESTIONS

According to de Chernatony and Cottam (2009), employees are considered as the brand deliverers. As such, in order to deliver the brand promises accordingly, employees should align their attitude and behavior accordingly to the brand value (Ind, 2001) by „living the brand“. But most of the time companies do not focus on internal branding to create employees better knowledge of their brand. Most studies were even focusing on customer related brand concepts like brand perception. Therefore this study has tried to see what internal branding and employees brand knowledge and its relations with their commitment as well as their brand citizenship behavior looks like in the case of ethio telecom Addis Ababa divisions. Therefore this study has generally dealt with the following research questions:

- What is the relationship between employees brand knowledge and their commitment to deliver their brand promises?
- What is the relationship between employees brand knowledge and their brand citizenship behavior?

- What is the relationship between employees brand commitment and employees brand citizenship behavior and,
- What is the mediating role of brand commitment in relation with employees brand knowledge and employees brand citizenship behavior?

1.3 OBJECTIVES OF THE STUDY

The main objective of this study is to investigate the mediating role of employees brand commitment in the relationship between brand knowledge and brand citizenship behavior based on the stimulus-response model (Cziko & Jacoby, 2002). According to Baron and Kenny (1986) a given variable plays mediation role first if the initial variable (brand knowledge) affects the outcome variable (BCB), second if there is significant relationship between the initial variable (brand knowledge) and the mediating variable (brand commitment), thirdly if there is significant relation between the mediating variable (brand commitment) and the outcome (BCB) finally both the initial and the mediating variables must have significant relations with the outcome variable. Therefore this study has aimed and investigated these relations accordingly.

1.4 SIGNIFICANCES OF THE STUDY

The mediating role of employees brand commitment in relation with brand knowledge and brand citizenship behavior is relatively new concept and this study is expected to divert student researchers to this vital area and recommends certain areas related to this topic of study being as a spring board. It has also some recommendations to ethio telecom to come across some basic internal branding aspects to let it build better brand knowledge of its employees who are the ambassadors for delivering the overall goals of the company to the customers.

1.5 SCOPE OF THE STUDY

Brand is not as such a new concept but has many new concepts being developed as it has been much recognized in these days. Due to time and other requirements the scope of this study revolves only around the mediating role of employees brand commitment in the relations between employees brand knowledge and their brand citizenship behavior. It has given much emphasis to the what of all these before going to their relations in depth.

1.6 LIMITATIONS OF THE STUDY

Ethio telecom does not have more than 2000 employees in the six divisions of Addis Ababa but the scattered location of the divisional and sub division offices has made this research be time taking along with the employees' job style in which they are field workers; has led the data collectors not find them on daily basis. In addition to this due to the study's new nature many employees of the company have denied to fill the questionnaires which resulted it be late for timely submission of the paper. The other limitation was unavailability of books related to brand citizenship behavior leading the literatures to focus on articles of related topics at large.

1.7 ORGANIZATION OF THE PAPER

This paper is organized in to five chapters including this one. The second chapter has tried to cover the basic areas of brand related with the study. In this chapter brands has been defined based on different articles and it has covered brand knowledge, commitment and brand citizenship behavior related issues of different articles. It tries to present the theoretical frame work of this study reviewing the previous studies' finding. The third chapter is all about data analysis and the results are to be discussed in chapter four and conclusions of these findings discussed will be concluded and recommended on, in chapter five of this study.

1.8 ETHICAL CONSIDERATIONS

This study has based itself on many international researches only for testing what has been studied in internationally, in Ethiopian case, selecting one of the biggest organizations in the country that is ethio telecom. It is promised that there is no plagiarism of others works than supporting many of these through what has been found by them.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

The role of service employees and their views is very important if a company/management is to implement the most appropriate internal branding programs (Punjaisri Khanyapuss. 2007). According to this doctoral researcher when employees internalize the brand values they will consistently deliver on the brand promise across all contact points between the company and its stakeholders. This suggests that the employees' commitment to deliver the brand promise is highly dependent up on their awareness of their company's brand and others have reached on a finding that „if employees are aware of their brand they will be committed to deliver the brand promises and this will again lead them to be the citizens of their brand.“ This is a literature review addressing the important aspects around these concepts based on findings of different studies on brand related issues.

2.2. DEFINITION AND CONCEPTS

2.2.1. *What is Brand?*

Brands have been defined differently among different scholars. Most of the time brands are defined as “a name, term, sign, symbol, design or a combination of these intended to identify the goods and services of one seller from those competitors.” This was American Marketing Association's (AMA) definition criticized to be narrow and being confused with the definition of trademark given by US Federal Trademark Act as “trademark is any word, name, symbol, device or any combination thereof adopted and used by manufacturers and merchants to identify their

goods.” (Cohen. 1986). Even AMA Dictionary of Marketing Terms stated these terms as they are almost the same by saying “the legal term for brand is trade mark.”

This was all about late definitions of brand but now days brands are being clear. Kapferer, 2008 has stated brands as “not only the name of products, brand is the visions and values that are used to create and deliver products/services. Brand is a set of perception and images that represent a company product or service. While many people refer to brand as a legal tag line audio jingle, brand is actually much larger and it is the essence and promise of what and how will be delivered or experienced. (www.persuasivebrands.com)

A company’s brand is a lot like an individual’s personality. It is the outside world views its business and images that comes in the viewers’ mind when they think about the company. Brand is deeper than what one consciously presents itself to the public through advertising and other marketing strategies, although these elements are certainly in branding effort they will not be enough without considering the internal aspects of the company like managers and employees. According to www.stratcommunications.com brands do a little good to a company if it lives in the managers’ mind. Once the managers took the time and sit down in order to define and refine their company’s brand strategy they must put it in writing and display it permanently to their employees. Employees can’t be expected to represent their company’s brand if they are not fully aware of what that entails.

Generally speaking, we can state brands as not only the representatives of a product or services or a company but also the visions and overall guidelines of creating and delivering products and services through employees of a given company.

2.2.2. Employees Brand Awareness

Brand is a promise of performance that a provider of a service or a producer of a product gives to its customers. Managers should seek strategies of minimizing the gaps between brand promises and their final delivery to the customers by letting their employees recognize the overall objectives of their brand and means of delivering of these objectives. According to de Chernatony and Cottam (2009), employees are considered as the brand deliverer. As such, in order to deliver the brand promise accordingly, employees should align their attitude and behavior accordingly to the brand value (Ind, 2001) by „living the brand“.

This has brought the concept of employees brand awareness which has become the main concern of many organizations. Employees brand awareness is all about employees’ knowledge of their company’s *brand meaning*, their knowledge of *customers’ need and expectation of the brand*, and their knowledge of *responsibilities required to deliver the brand promises*. Much emphasis has been given to customers brand awareness of companies’ products but little to the employees’ and now days numerous scholars had shift the focus to understand brand knowledge from the customers’ perspective to employees’ perspective (such as Kimpakorn & Tocquer, 2009; Miles & Mangold, 2005; King & Grace, 2008). As customers’ brand knowledge would lead to brand awareness, loyalty and satisfaction (Keller, 1993), it is also postulated that brand knowledge that employees hold in their mind also could contribute to brand success through their attitude and behaviors that is consistent with the brand.

Generally employees are considered as ambassadors of a company’s brand and they are expected to have adequate knowledge of this brand that they are expected to deliver. More than this, current researches are indicating that employees’ knowledge of their brand leads them to be committed to deliver its promises to customers and even more than this it is said to make the

employees the „citizens“ of the brand under consideration. This will lead us to other concepts of employees“ brand commitment and employees brand citizenship behavior.

2.2.3. Employees' Brand Commitment

According to Kimpakorn and Tocquer (2009) employees“ brand commitment is defined as, “the degree to which employees identify and are involved with their service brand, are willing to exert additional efforts to achieve the goals of the brand and are interested in remaining with the service organization.” It is also defined as the extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand goals (Burmam & Zeplin, 2008). Employees“ commitment to the brand is said to be affected by their knowledge to the brand behaviors (Thomson et al. (1999), Kimpakorn and Tocquer (2009)) As employees brand knowledge lays the base for employees brand commitment, the more employees are committed the more they will become the citizens of the brand, and this brings us to relatively new concept, brand citizenship behavior.

2.2.4. Employees Brand Citizenship Behavior

Brand citizenship behavior (BCB) is relatively a new concept that explained how employees could improve their brand delivery performance by aligning their attitude and behavior to the organization“s brand. Brand citizenship behavior is employees“ willingness to exert extra effort that goes beyond its basic functions that projects the brand consistent behavior. Employees with high brand citizenship spirit are willing to give „their all“ towards accomplishing self satisfaction and organizational objectives. Such behavior also shows that employees are highly aware of the brand, committed enough to deliver the brand promises and loyal to the brand (Punjaisiri and Wilson, 2007)

According to Burman and Zeplin (2008) brand citizenship behavior (BCB) is significantly different from organizational citizenship behavior (OCB) in that it goes beyond OCB targeting behaviors like strengthening the quality of the brand-customers relationships (satisfaction, loyalty and retention) while OCB is rather intra organizationally focus on job related performances.

Brand citizenship behavior has certain dimensions like helping behavior, brand development, sportsmanship and brand endorsement explain the characteristics of employees of better brand citizenship behavior.

Brand helping behavior is the maximum effort that employees exert to help the brand promises be delivered to the final users. This is made through having positive relationships both with the colleagues and customers of the brand under consideration. Brand development on the other hand employees' willingness and commitment to develop and widen their brand related knowledge and to tell about the brand to their colleagues and to the customers by surveying the surrounding market and the company materials related to the brand. Sportsmanship as a dimension of brand citizenship behavior states that employees are committed to deliver the brand promises applying their maximum effort not only they get paid but they believe it is all theirs and work for it even at their own cost. The last most important dimension of brand citizenship behavior is brand endorsement explaining the commitment of employees to let the brand be well perceived by the external bodies by telling everyone concerned about the best features of the brand at their own effort.

2.3. THEORETICAL FRAME WORK OF THE STUDY

There have been many studies investigating the feasible relations between employees' knowledge of their companies' brand, and their level of commitment to deliver the promises of the brand they are working for. But due to its new nature the relationship between these two and employees brand citizenship behavior is not given much emphasis up until recently. And this study will try to support the few and latest researches on the relationship among employees brand knowledge, brand commitment and brand citizenship behavior. Here this study will try to relate the employees brand knowledge and employees brand citizenship behavior through the mediation role of employees brand commitment.

To investigate this mediation role of brand commitment this study bases itself on stimulus-response model. In general, according to Baron and Kenny (1986) in order to mediation effect plays its role, four main assumptions must be met namely; 1) there is significant relationship between initial variable (i.e. brand knowledge) to outcome variable (brand citizenship behavior), 2) there is significant relationship between initial variable to mediating variable (employees brand commitment), 3) there is significant relationship between mediating and outcome variable, and 4) both initial variables and mediating variable were significant to outcome variable.

2.3.1 Relationship between Employees Brand Knowledge and Brand Citizenship Behavior

As customers' brand knowledge would lead to brand awareness, loyalty and satisfaction (Keller, 1993), it is also postulated that brand knowledge that employees hold in their mind also could contribute to brand success through their attitude and behaviors that is consistent with the brand. Thomson et al. (1999) highlighted that in order to ensure that employees could live the brand,

employee first need to aware and have a clear understanding of brand meaning which is termed as „intellectual buy-in“. Employees“ brand knowledge is the sense of how do employees acquire organizational knowledge to help them carry out their roles and responsibilities in accordance with the brand promise (King and Grace, 2008). Generally, training and internal communication are the key sources of how employees understand their job and organization (Punjaisri et al., 2009; King & Grace, 2008; Ellickson, 2002; Thomson et al., 1999).

2.3.2 Relationship between Employees Brand Knowledge and Brand commitment

Once employees are convinced of the overall brand concepts, i.e. if they are aware of the brand they will be committed enough to deliver the brand promises. Thomson et al. (1999) argue that when employees are fully aware of and understand the brand values they become more committed to the brand and to practice on-brand behavior. Therefore it is interesting to examine and use the employees brand awareness and implement better ways of making employees be committed to deliver the brand promises.

2.3.3 Mediation Role of Employees Brand Commitment

According to the studies made on the relationships between employees brand awareness and brand commitment it was approved that they have positive relations and even current studies have discovered that brand commitment in tern positively affects the employees brand citizenship behavior and this study is interested in supporting these studies and further investigating the transitional role between employees brand awareness and their brand citizenship behavior.

Generally the mediation role of employees brand commitment in the relationship between employees brand awareness and their brand citizenship behavior can be present as follows using stimulus-response model.

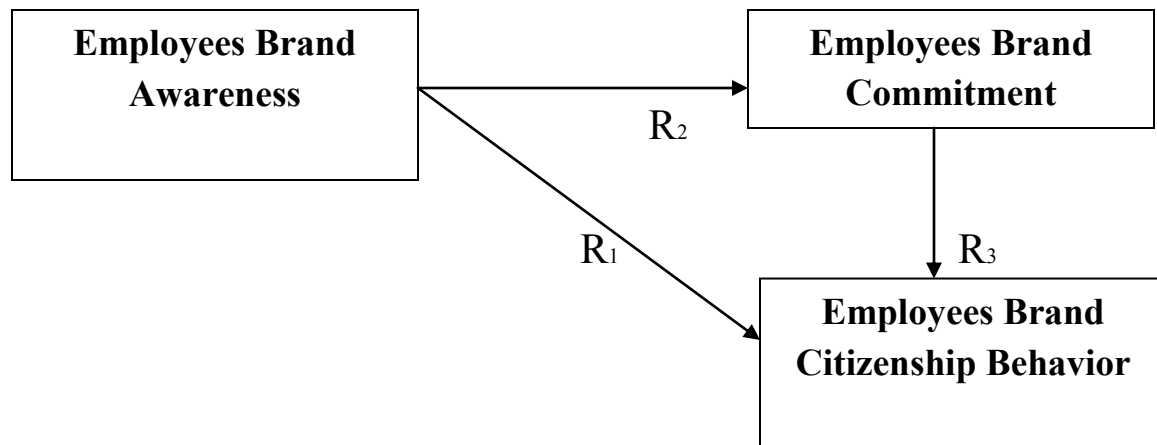


Fig. 2.1 The Mediation Role Of Employees Brand Commitment

According to Baron and Kenny (1986), further stated by Cziko & Jacoby, (2002), a given variable plays mediation role first if the initial variable (brand knowledge) affects the outcome variable (BCB) i.e. R_1 , second if there is significant relationship between the initial variable (brand knowledge) and the mediating variable (brand commitment) i.e. R_2 , thirdly if there is significant relation between the mediating variable (brand commitment) and the outcome (BCB) i.e. R_3 and finally both the initial and the mediating variables must have significant relations with the outcome variable

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 RESEARCH APPROACH AND DESIGN

This study is quantitative in that it tried to test the existing theories of the relations between and among brand knowledge of employees; employees brand commitment and brand citizenship behavior through the use of questionnaires distributed for more than 250 employees of ethio telecom of which 216 are collected appropriately.

3.2 POPULATION AND SAMPLE ESTIMATION

3.2.1 *Target Population*

Internal branding and related concepts unlike that of brand image and perceptions are always the concerns of employees and managers of the brand owner in our case ethio telecom. Therefore the target population here is the employees of ethio telecom residing in Addis Ababa selected for their convenience to the study.

3.2.2 *Sample and Sampling Technique*

Employees of ethio telecom within the six divisions of Addis Ababa are around 1876 of a total. Due to the scattered distribution of the target population it is difficult to take much of them and therefore the study has used Malhorta Naresh, Marketing Research: An Applied Approach, (2007) which stated the appropriate sample size for a population between to be 1201–3200 is a minimum of 50, a medium of 125 and a maximum of 200. Using the maximum limit the study has tried to address 200 employees within the six divisions of ethio telecom in Addis Ababa. It

has been tried to make this distribution proper among the divisions as it is indicated in appendix two. The selection/sampling was random to avoid any possible bias throughout the survey.

3.2.3 Data and Methods of Data Collection

The main input for this study is primary data collected through questionnaires of close ended questions distributed to the samples selected plus 25% reserve (200 + 50) questionnaires for replacing those unreturned and not properly filled ones. As such 216 are properly filled and submitted. Before distributing these questionnaires a sample of 20 questionnaires were distributed to test the reliability of the items under each variable and all the three variables encompass reliable items in that the Cronbach alpha of the items became 0.637, 0.628 and 0.656 respectively for items of employees brand awareness, employees brand commitment and employees brand citizenship behavior.

As it can be seen from the SPSS outputs (see Appendix I) there are six valid questions in the brand awareness related questions measured in likert scale and five questions of employees brand commitment related questions as well as eight questions of brand citizenship behavior related questions approved to be reliable to measure the respective variables.

3.3 MODEL SPECIFICATION

Being based up on the stimulus-response model, in order to investigate the mediation role of employees brand commitment we need to check the outer variables i.e. employees brand awareness and their brand citizenship behavior. Accordingly this study has tried to investigate the relationship nature of these variables using Spearman's correlation and also ordinal regression model to show the impact of change in the independent variables on the dependent ones.

3.3.1 Reasons to Select the Model

Spearman's correlation is the best fitting for investigating the relations of variables whose responses are provided with ordinal nature. And why this study uses correlation in general is due to the need to check the direction of variables relation under consideration whose dimensions are measured in questions-response of ordinal nature.

Correlation Coefficient

When we talk about relationships between variables, we imply that the variables influence each other. Relationships between variables are also referred as associations between variables. The nature of a relationship/association implies its strength and the direction of the relationship. The strength of a relationship is indicated by a correlation coefficient (the symbol **r** is used to indicate the correlation coefficient in statistics output). The correlation coefficient is a range between -1 and 1

$$-1 \leq r \leq 1$$

This interval indicates how strong the relationship between variables is. The direction is whether the relationship is positive or negative. A positive relationship implies that if the properties of the one variable increase, the properties in the other one will also increase. Or if the properties in the one decrease, the properties in the other will also decrease. Thus, a positive relationship means that the variables co-vary in the same direction. A positive relationship is also referred to as a direct relationship.

Generally, correlation coefficient, **r**, is a summary measure that describes the extent of the statistical relationship between two interval or ratio level variables. It is a non-parametric correlation measure which is applicable to responses ordered and is fairly common as well as easy to obtain than interval and ratio data. The correlation coefficient is scaled so that it is always

between -1 and +1. When r is close to 0 this means that there is little relationship between the variables and the farther away from 0 r is, in either the positive or negative direction, the greater the relationship between the two variables.

Different statistics are used to test the relationship between variables. They are all referred to as types of correlation analysis, but are used for different types of data. These include:

- Pearson / product-moment and
- Spearman/rank ordered

Spearman's correlation coefficient is a statistical measure of the strength of a monotonic relationship between paired data. In a sample terms it is denoted by „ r_s “ and its interpretation is similar to that of Pearson's, e.g. the closer is to ± 1 the stronger the monotonic relationship. Correlation is an effect size and so we can verbally describe the strength of the correlation using the following guide for the absolute value of:

- 00-.19 very weak
- .20-.39 weak
- .40-.59 moderate
- .60-.79 strong
- .80-1 very strong

One type of ordinal data is referred to as a collapsed ordinal variable. Collapsed variables place all observations into response categories which are clearly ordinal in nature, but which are limited in number (no more than five or six). This type of ordinal measure is extremely common in survey research and is exemplified by the Agree-Disagree questions often employed by researchers. Respondents are asked to respond to a statement in one of five response categories that range from strongly agree to strongly disagree.

The Pearson's correlation coefficient is a common measure of association between two continuous variables. It is defined as the ratio of the covariance of the two variables to the product of their respective standard deviations, commonly denoted by the Greek letter ρ (rho):

$$\rho = \frac{\text{cov}(X, Y)}{\sigma_X \sigma_Y}$$

The sample correlation coefficient, r , can be obtained by plugging-in the sample covariance and the sample standard deviations into the previous formula, i.e.:

$$r = \frac{\sum_{i=1}^n ((X_i - \bar{X})(Y_i - \bar{Y}))}{\sqrt{\sum_{i=1}^n (X_i - \bar{X})^2 \sum_{i=1}^n (Y_i - \bar{Y})^2}}$$

Where,

$$\bar{X} = \frac{\sum_{i=1}^n X_i}{n} \quad \bar{Y} = \frac{\sum_{i=1}^n Y_i}{n}$$

Spearman's rank-order correlation coefficient (denoted r_s) is a rank-based version of the Pearson's correlation coefficient. Its estimate or sample correlation coefficient (denoted r_s), can be written as follows:

$$r_s = \frac{\sum_{i=1}^n ((\text{rank}(x_i) - \overline{\text{rank}(x)})(\text{rank}(y_i) - \overline{\text{rank}(y)}))}{\sqrt{\sum_{i=1}^n (\text{rank}(x_i) - \overline{\text{rank}(x)})^2 \sum_{i=1}^n (\text{rank}(y_i) - \overline{\text{rank}(y)})^2}}$$

Where rank (x_i) and rank (y_i) are the ranks of the observation in the sample.

Spearman's correlation coefficient varies from -1 to +1 and the absolute value of r_s describes the strength of the monotonic relationship. The closer the absolute value of r_s to 0, the weaker is the monotonic relationship between the two variables. However, similar to the Pearson product moment correlation coefficient, Spearman's correlation coefficient can be 0 for variables that are related in a non-monotonic manner. At the same time, unlike the Pearson's correlation coefficient, Spearman's coefficient can be 1 not only for linearly related variables, but also for the variables that are related according to some type of non-linear but monotonic relationship.

For many response variables in education and the social sciences, ordinal scales provide a simple and convenient way to distinguish between possible outcomes that can best be considered as rank-ordered. The primary characteristic of ordinal data is that the numbers assigned to successive categories of the variable being measured represent differences in magnitude, or a "greater than" or "less than" quality (Stevens, 1946, 1951). Some examples of ordinal data include rubrics for scaling open-ended writing responses or essays and the solutions to arithmetic problems for which responses are scored based on improving levels of quality (e.g., 0 = poor, 1 = acceptable, 2 = excellent). In contrast, nominal-level data occur when the numeric values used to measure a variable simply identify distinct qualitative differences between categories (i.e., gender as 1 = male or 2 = female; geographic description of school attended as 1 = rural, 2 = urban, 3 = suburban, etc.); nominal data do not possess the directional characteristics of ordinal data. On the other hand, variables measured on an interval level or ratio-level scale do use scale values to indicate the "greater than" or "less than" quality of ordinal variables but in addition maintain a property of equal-distance or equal-interval length between adjacent values across the scale. Temperature measured on the Celsius scale is a familiar example of an interval-level

variable. However, interval-level variables have an arbitrary rather than an absolute zero-point. Variables that possess all the properties of interval scales but that also have a genuine zero-point are referred to as ratio-level; reaction time to a task, weight, and distance are familiar ratio-level variables.

This study has used spearman's correlation coefficients to investigate the direction of relations between the variables under consideration. These relations are aimed at identifying the mediation role of employees brand commitment based on the stimulus response model.

Ordinal Regression

As it can be obtained from spearman's correlation the study tried to determine the relationship direction of the variables accordingly but in order to estimate the impact of one variable on the other the study has used ordinal regression.

What is Ordinal Regression?

Many variables of interest are ordinal. That is, you can rank the values, but the real distance between categories is unknown. Diseases are graded on scales from least severe to most severe. Survey respondents choose answers on scales from strongly agree to strongly disagree. Students are graded on scales from A to F. The ordinal regression model is the most common model for such ordinal outcomes. The probit version was introduced by McKelvey and Zavoina (1976). McCullagh (1980) presented the logit version called the proportional odds model, sometimes called the cumulative logit model. These models are all known as the parallel regression model and the grouped continuous model. The model is so well known that it is often called simply as the ordinal regression model.

Stata and SPSS are widely used to regret such data which will result in several out puts. Among which the following are determinants of the quality of the analysis:

- Goodness of fit test
- Parameter estimates
- Test of parallel lines

One of the most important outputs is *Goodness-of-fit* which checks if the model we use is suitable for the data under consideration. Here we want the p-values (sig) >0.05 . If no warning message is given or the number of subpopulations (cells) with zero frequencies is small, with $p>0.05$, we could conclude that the model adequately fits the data.

The next important output of SPSS ordinal regression model is Parameter Estimates which has the estimate, the estimate's standard error, Wald (chi-square test that tests the null hypothesis that the estimate equals 0), degree of freedom (defines the Chi-Square distribution to test whether the individual regression coefficient is zero given the other variables are in the model.), P-values of the coefficient (sig.) and also confidence interval boundaries are given. This is the main area of deciding the effect of one variable on the other.

The other output raised by the ordinal regression is test of parallel lines. This test compares the ordinal model which has one set of coefficients for all thresholds (labeled Null Hypothesis), to a model with a separate set of coefficients for each threshold (labeled General). If the general model gives a significantly better fit to the data than the ordinal (proportional odds) model (i.e. if $p<.05$) then we are led to reject the assumption of proportional odds. This is the conclusion we would draw, given the significant value as ($p<.005$).

Coming back to ordinal regression model it has the following form which similar to that of linear regression model being different in that this model accepts ordinal nature data

$$y = \beta_0 + \beta_1 x$$

Based on this the study follows the following models to investigate the respective variables and their impact one another.

- ❖ The impact level of employees brand awareness on employees' commitment to deliver their brand promises.

General model $y = \beta_0 + \beta_1 x$

Specific model $BC = \beta_0 + \beta_1 BA \dots\dots\dots (1)$

Where BA stands for employees' brand awareness and BC stands for employees' brand commitment.

- ❖ The impact level of employees brand knowledge on their brand citizenship behavior

General model $y = \beta_0 + \beta_1 x$

Specific model $BCB = \beta_0 + \beta_1 BA \dots\dots\dots (2)$

Where BA stands for employees' brand awareness and BCB stands for employees' brand citizenship behavior.

- ❖ The relationship between employees brand commitment and employees brand citizenship behavior

General model $y = \beta_0 + \beta_1 x$

Specific model $BCB = \beta_0 + \beta_1 BC$ (3)

Where BC stands for employees' brand commitment and BCB stands for employees' brand citizenship behavior.

3.4 VALIDITY AND RELIABILITY TEST

Reliability is the degree to which an assessment tool produces stable and consistent results. Test reliability refers to the degree to which a test is consistent and stable in measuring what it is intended to measure. Most simply put, a test is reliable if it is consistent within itself and across time.

Test of Reliability

1. **Test-retest reliability** is a measure of reliability obtained by administering the same test twice over a period of time to a group of individuals. The scores from Time 1 and Time 2 can then be correlated in order to evaluate the test for stability over time. Since this study is conducted once it only recommends to be restudied and checked its Test-retest reliability for those who are interested in this area in the future.
2. **Cronbach's Alpha:** Alpha was developed by Lee Cronbach in 1951 to provide a measure of the internal consistency of a test or scale; it is expressed as a number between 0 and 1.

Internal consistency describes the extent to which all the items in a test measure the same concept or construct and hence it is connected to the inter-relatedness of the items within the test. Internal consistency should be determined before a test can be employed for research or examination purposes to ensure validity. In addition, reliability estimates show the amount of measurement error in a test. As such the first 20 respondents from which the study tried to test Cronbach's alpha were actually used to test if the items used are useful to measure the mediation role of employees brand commitment and it was found to be attractive as it can be seen from the following table.

No.	Constructs	Cronbach's alpha
1.	Employees Brand Awareness	0.656
2.	Employees Brand Commitment	0.680
3.	Employees Brand Citizenship Behavior	0.656

Table 3.1 Validity test for the variables

Validity refers to how well a test measures what it is purported to measure. While reliability is necessary, it alone is not sufficient. For a test to be reliable, it also needs to be valid.

Test of Validity

1. **Face Validity** ascertains that the measure appears to be assessing the intended construct under study. The stakeholders can easily assess face validity. Although this is not a very "scientific" type of validity, it may be an essential component in enlisting motivation of stakeholders. If the stakeholders do not believe the measure is an accurate assessment of the ability, they may

become disengaged with the task. As such this study has tried to encompass the basic elements that best describes the variables under consideration.

2. Non-spurious Validity refers to the findings consistency with the existing theories. As such the findings with regard to the correlations among the stated variables are highly supported by the findings of other researches by the mentioned authors in the literature review part of this paper.

CHAPTER FOUR

RESULTS AND DISCUSIONS

4.1. RESULTS

The study started its way by identifying the experience of the respondents since it is the base for determining the value ability of the information they provided in terms of having knowledge of the company's brand, being committed and even exerting extra effort i.e. brand citizenship behavior. Therefore it is supposed that the more they stay in the company the more they give reliable information about their company and the more they reflect their brand behavior. As such it has been found that more than 78 % of the respondents have worked in the company more than five years in that they could have enough time to know more about their company and its brand. Here is the summary of respondents experience in ethio telecom.

EMOPLOYEESEPRIENCE					
	Levels of experience in years	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5	3	1.4	1.4	1.4
	1-3	15	6.9	6.9	8.3
	3-5	28	13.0	13.0	21.3
	Greater than 5	170	78.7	78.7	100.0
	Total	216	100.0	100.0	

Table 4.1 Experience of respondents.

4.1.1 Employees Brand Awareness

The respondents were asked for their level of awareness of their company's brand through six main questions identified to be the most important measures of brand awareness. These were questions for employees' knowledge of their company's brand meaning, their knowledge of company brand promises, employees' knowledge of customers need and expectation of the brand, responsibilities to deliver the brand promises and ways of delivering the overall means of delivering the brand promises.

Employees brand knowledge					
Valid	Levels of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	4	1.9	1.9	1.9
	Neutral	31	14.4	14.4	16.2
	Agree	135	62.5	62.5	78.7
	Strongly Agree	46	21.3	21.3	100.0
	Total	216	100.0	100.0	

Table 4.2 Employees brand knowledge

As it can be seen from the table above and on the graph below more than 78% percent of respondents in ethio telecom are aware of their company's brand and we can say that ethio telecom has good internal branding system that led it let its employees understand its brand. Accordingly around 21% percent of the respondents were somewhat in vague about their brand.

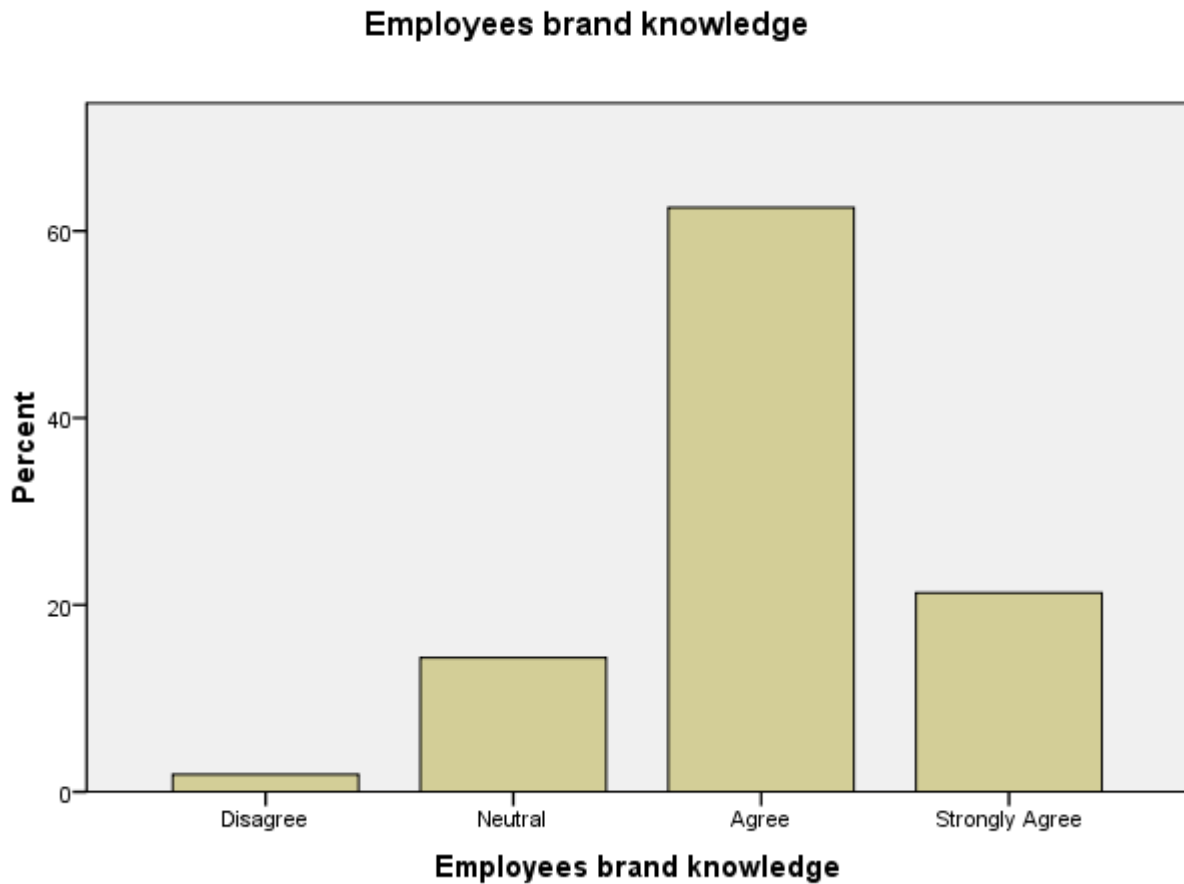


Fig. 4.1 Graphical presentation of employees brand knowledge in ethio telecom

4.1.2 Employees Brand Commitment

The next information surveyed was the employees' commitment to deliver the brand promises and they were presented with five items to test their commitment. These items were with brand compliance, identification and internalization expressed in five explanatory questions.

Employees brand commitment					
Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	1	.5	.5	.5
	Neutral	42	19.4	19.4	19.9
	Agree	120	55.6	55.6	75.5
	Strongly Agree	53	24.5	24.5	100.0
	Total	216	100.0	100.0	

Table 4.3 Level of Employees brand commitment

As it can clearly be seen from table 4.3 and the following graph more than 80% of employees have answered the items in a way that approves they are committed enough to deliver the brand promises of ethio telecom. This is consistent with results of studies that argue with the positive relations of brand awareness and brand commitment of employees in that these are approved to be. Now the respondents are both aware of their brand and committed enough to deliver the brand promises.

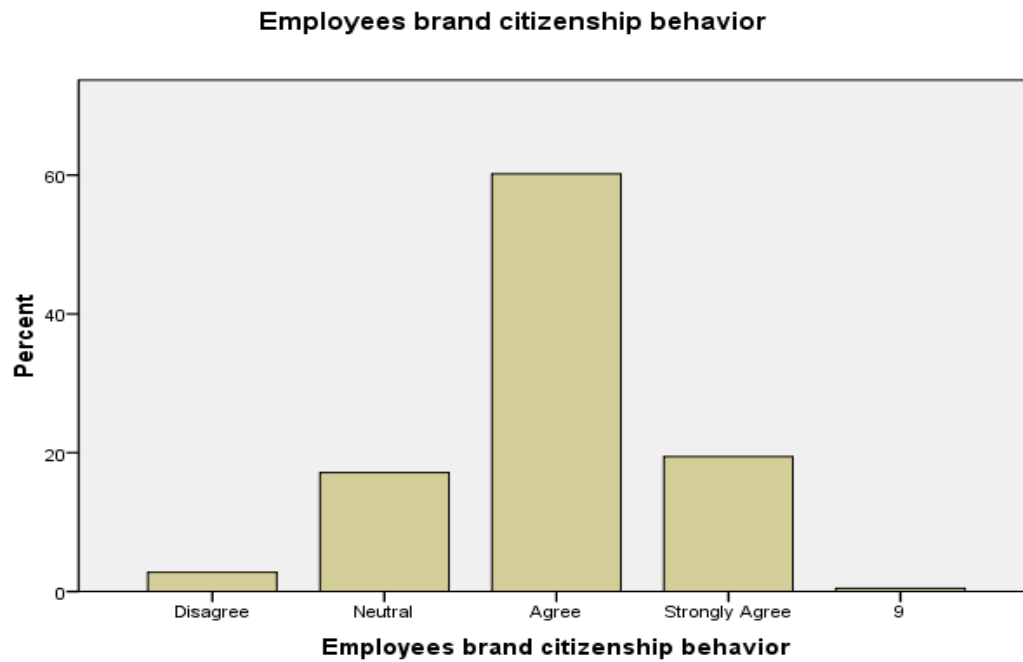


Fig. 4.2 Graphical presentation of employees brand commitment

4.1.3 Employees Brand Citizenship Behavior

The other point identified was employees brand citizenship behavior with dimensions of helping behavior, sportsmanship, brand development and brand endorsement surveyed in eight questions. Eight questions of these dimensions have been asked and the overall results were given as follows;

Employees brand citizenship behavior					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	2.8	2.8	2.8
	Neutral	37	17.1	17.1	19.9
	Agree	130	60.2	60.2	80.1
	Strongly Agree	42	19.4	19.4	99.5
	Strongly Disagree	1	.5	.5	100.0
	Total	216	100.0	100.0	

Table 4.4 Employees brand citizenship behavior

Once again more than 79% of the respondents have given a level of agreement approving that they exert extra effort to help their brand be effectively delivered, taking themselves as the citizens of the brand.

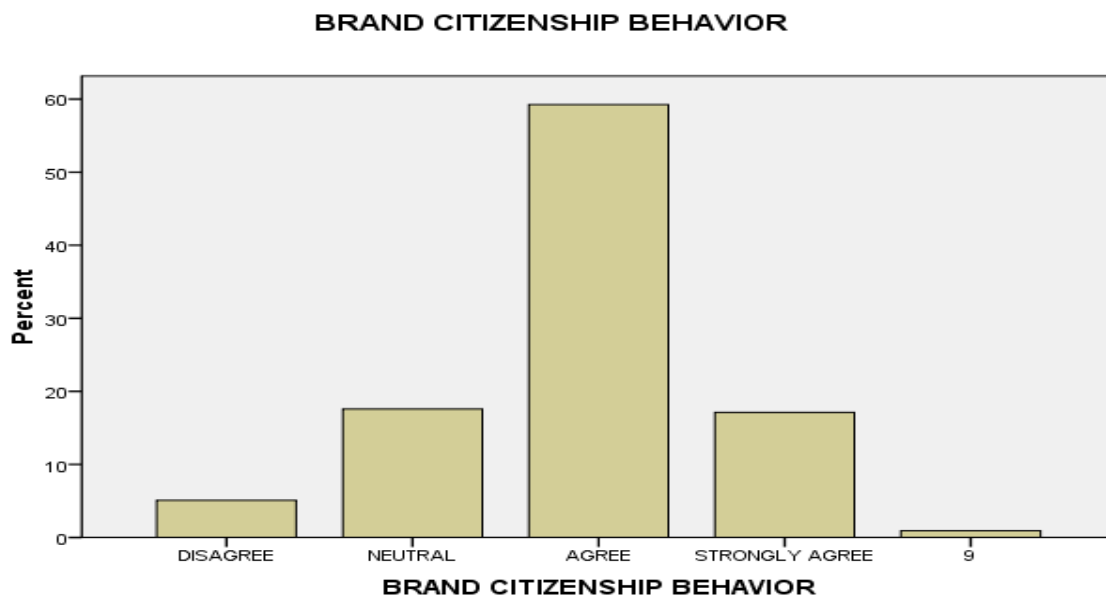


Fig. 4.3 Graphical presentation of employees brand citizenship behavior

Based on these the main intention of this study has been to investigate the mediating role of employees brand commitment in relations between employees brand knowledge and their brand citizenship behavior spearman's correlation has been used and ordinal regression has been used to investigate the possible impacts of the independent variables on the dependent ones. Generally to investigate the mediation role of employees brand commitment between the relationship of employees brand knowledge and their brand citizenship behavior, according to Baron and Kenny (1986) stimulus-response model, there must be significant relationship between:

- ✓ Employees brand knowledge and employees brand citizenship behavior
- ✓ Employees brand knowledge and employees brand commitment
- ✓ Employees brand commitment and employees brand citizenship behavior and
- ✓ Generally both employees brand knowledge and their brand commitment should have to have the same relation with the employees brand citizenship behavior.

Employees brand knowledge and brand citizenship behavior

Accordingly this study started by investigating the relationship between employees brand knowledge and employees brand citizenship behavior whose SPSS Spearman's correlation result is presented as follows.

Correlations				
			Employees brand knowledge	Employees brand citizenship behavior
Spearman's rho	Employees brand knowledge	Correlation Coefficient	1.000	.418**
		n	216	216
	Employees brand citizenship behavior	Correlation Coefficient	.418**	1.000
		n	216	216

Table 4.5 Correlation Result of employees brand knowledge and their brand citizenship behavior

The correlation result shows that employees brand knowledge has positive relation with employees brand citizenship behavior with Spearman's coefficient of correlation 0.418. This means the more employees are aware of their brand the more they will exert extra brand behaviors which lead them to be considered as the citizens of the brand they are working for.

Now we have adequate information to conclude that these variables have positive relations that means whenever employees are aware of their brand they tend to be the citizens of this brand under consideration. So the main question here is „the impact level of employees brand awareness on their brand citizenship behavior“. This can be answered through the use of ordinal logistic regression between these two with the help of SPSS.

Estimated Impact of Brand Knowledge on Employees Brand Citizenship behavior

According to the spearman's correlation coefficient result above employees brand knowledge has positive relation with their brand citizenship behavior and this study has investigated the level of impact that brand knowledge of employees has on their brand citizenship behavior as follows through SPSS outcome of ordinal regression.

Parameter Estimates									
		Estimate	Std. Error	Wald	df	Sig.		95% Confidence Interval	
							EXP (B)	Lower Bound	Upper Bound
Threshold	[Brand knowledge = 2]	-4.7698	2.27785	4.3849	1	0.036	0.008	-9.234	-0.305
	[Brand knowledge = 3]	-1.8173	2.20309	0.6804	1	0.409	0.162	-6.135	2.5007
	[Brand knowledge = 4]	1.81726	2.2031	0.6804	1	0.409	6.155	-2.501	6.1353
Location	[Brand citizenship behavior=2]	-4.0382	2.38692	2.8622	1	0.091	0.018	-8.717	0.6401
	[Brand citizenship behavior=3]		2.22538	0.6261	1	0.429	0.172	-6.123	2.6007
	[Brand citizenship behavior=4]	0.56682	2.20695	0.066	1	0.797	1.763	-3.759	4.8924
	[Brand citizenship behavior=5]	1.2543	2.2228	0.3184	1	0.573	3.505	-3.102	5.6109
	[Brand citizenship behavior=9]	0	.	.	0	.	.	.	.
Link function: Logit.									
a. This parameter is set to zero because it is redundant.									

Table 4.8 Estimated Impact of Brand Knowledge on Employees Brand Citizenship Behavior

As it can be seen from the pointed cell above employees brand citizenship behavior is affected in that as there is a unit change in employees brand knowledge there will be 76% same direction change in the employees brand citizenship behavior. Once again the Goodness of fit test and test of parallel lines for this regression has been presented in Appendix Three.

Employees brand knowledge and employees brand commitment

On the other hand this study needs to investigate the relationship between employees brand knowledge and their commitment to deliver the brand promises and has discovered the following Spearman's correlation result. Accordingly it has been identified that these variables have positive relations with spearman's coefficient of correlation 0.440.

Correlations				
			Employees brand knowledge	Employees brand commitment
Spearman's rho	Employees brand knowledge	Correlation Coefficient	1.000	.440**
		n	216	216
	Employees brand commitment	Correlation Coefficient	.440**	1.000
		n	216	216

Table 4.6 Correlation Result of employees brand knowledge and their commitment to deliver brand promises.

Once again this positive relation may not give us clear information about the impact level of employees brand knowledge on their commitment to deliver the brand promises of ethio telecom, and we need to regret the two ordinally.

Estimated Effect of Brand Knowledge on Employees Brand Commitment

Here in order to investigate the possible impact of brand knowledge on the employees brand commitment in ethio telecom the study has tried to use ordinal regression and found the following results.

Parameter Estimates									
		Estimate	Std. Error	Wald	df	Sig.	EXP (B)	95% Confidence Interval	
								Lower Bound	Upper Bound
Threshold	[Brand knowledge = 2]	-6.3007	0.727391	75.03124	1	0.00000	0.0018	-7.7264	-4.875
	[Brand knowledge = 3]	-3.13531	0.416841	56.57466	1	0.00000	0.0435	-3.9523	-2.318
	[Brand knowledge = 4]	0.786604	0.287161	7.50345	1	0.00616	2.1959	0.22378	1.349
Location	[Brand commitment=2]	-25.3292	0	.-	1	.	1E-11	-25.329	-25.33
	[Brand commitment=3]		0.51723	48.02885	1	0.00000	0.03	0.0277	-2.571
	[Brand commitment=4]	0.585296	0.347602	1.228636	1	0.00073	1.7955	-1.0666	0.696
	[Brand commitment=5]	0	.	.	0	.		.	.
Link function: Logit.									
a. This parameter is set to zero because it is redundant.									

Table 4.7 Estimated Effect of Brand Knowledge on Employees Brand Commitment

We can see from the exponent result arrowed to describe the effect that as there is a unit of change in employees brand knowledge there will also be around 80% same direction change in employees brand commitment. This supports the finding from spearman's correlation in that as the brand awareness of employees moves up their brand commitment moves up too.

NB. Goodness of fit test and parallel lines test are shown in Appendix three.

Employees brand commitment and their brand citizenship behavior

The same wise the relationship between employees brand commitment and brand citizenship behavior is investigated and found that there is positive relation between them approving that as employees are more committed they will start up giving all their sprit to the brand in which they will be the citizens of the brand under consideration(ethio telecom).

Correlations				
			Employees brand commitment	Employees brand citizenship behavior
Spearman's rho	Employees brand commitment	Correlation Coefficient	1.000	.379**
		n	216	216
	Employees brand citizenship behavior	Correlation Coefficient	.379**	1.000
		n	216	216

Table 4.7 Correlation Result of employees brand commitment and their brand citizenship behavior

Finally we can see that both employees brand awareness and brand commitment has positive impact on the employees brand citizenship behavior and as a result it is concluded that employees brand commitment has mediation role between these two concepts.

Next this study has tried to measure the impact of employees brand commitment on employees brand citizenship behavior using ordinal regression.

Estimated Impact of Brand Commitment on Employees Brand Citizenship behavior

Once again it has been seen that employees brand commitment positively affects their brand citizenship behavior through Spearman's correlation coefficient and the level of impact that brand commitment imposes on the employees brand citizenship behavior is described by the SPSS outcome of ordinal regression as follows.

Parameter Estimates									
		Estimate	Std. Error	Wald	df	Sig.		95% Confidence Interval	
							EXP (B)	Lower Bound	Upper Bound
Threshold	[Brand_citizenship_behavior = 2]	5.05405	0.5641	80.27	1	0.0000	0.006	-6.1597	-3.948
	[Brand_citizenship_behavior = 3]	2.51469	0.3465	52.67	1	0.0000	0.081	-3.1938	-1.836
	[Brand_citizenship_behavior = 4]	0.72512	0.2787	6.77	1	0.0093	2.065	0.1789	1.2714
	[Brand_citizenship_behavior = 5]	4.79204	1.0217	22	1	0.0000	120.5	2.7896	6.7945
Location	[Brand commitment=2]	0		.	1	.	-	-24.1736	-24.17
	[Brand commitment=3]	2.57792	0.4508	32.7	1	0.0000	0.076	-3.4614	-1.694
	[Brand commitment=4]	0.60762	0.337	3.251	1	0.0071	1.836	-1.2681	0.7053
	[Brand commitment=5]	0		.	0	.			
Link function: Logit.									
a. This parameter is set to zero because it is redundant.									

Table 4.8 Estimated Impact of Brand Commitment on Employees Brand Citizenship behavior

Accordingly we can see from the pointed cell that as there is a unit change in employees brand commitment there is 84% same direction change in employees brand citizenship behavior.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions

Based on the analysis in the fourth chapter we can conclude the following results.

- ✓ Employees brand awareness and employees brand commitment has positive relations in that as employees are aware of their company's brand they will be much more committed to deliver the promises of the brand that they are working for. Besides it has been found that employees brand citizenship behavior of ethio telecom is affected in that as there is a unit change in employees brand knowledge there will be 76% same direction change in the employees brand citizenship behavior.
- ✓ Employees brand awareness also positively influences employees brand citizenship behavior as such the more employees are aware of their brand behaviors the more they will exert extra efforts which leads them be considered as the citizens of the brand under consideration. This relations has led the effect that as there is a unit of change in employees brand knowledge there will also be around 80% same direction change in employees brand commitment.
- ✓ Employees brand commitment has positive relations with their brand citizenship behavior underlying the fact that employees become the citizens of the brand that they are working for if they are committed enough to deliver its promises. Accordingly we can see from the pointed cell that as there is a unit change in employees brand commitment there is 84% same direction change in employees brand citizenship behavior.

- ✓ Both employees brand awareness and their commitment to deliver the brand promises positively influence employees brand citizenship behavior and as a result;
- ✓ Therefore employees brand commitment has stronger mediation role between employees brand awareness and their brand citizenship behavior.

5.2 Recommendations

As it has been concluded above ethio telecom is doing well with introducing the brand concepts to the employees in that they are aware of their brand and committed to deliver its promises. This effort should not have to be the end and all the employees should have to be introduced with the brand behaviors to be capable of satisfying its customers in the long run.

Not only ethio telecom but also other organizations should learn from such studies to let their employees be aware of their respective brands, which is helpful in helping one's brand promises be effectively delivered, developing the brand itself, understanding customer's needs and expectations as well as possessing an outstanding position in the market having best brand ambassadors.

Generally employees brand awareness, brand commitment and brand citizenship behaviors should have to be the strategic deals on which every organizations focus on letting their customers get what they expect from the respective companies.

On the other hand, since this issue is basic and newly emerging further studies should have to be made again and again to let it be clear to all employees of our environment.

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APPENDICES

APPENDIX ONE: *Reliability Test Results*

Case Processing Summary

		N	%
Cases	Valid	20	50.0
	Excluded	20	50.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.656	8

Table 3.2 Reliability test for items of brand awareness.

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded	0	.0
	Total	20	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.628	5

Table 3.3 Reliability test for items of brand commitment.

Case Processing Summary

		N	%
Cases	Valid	19	95.0
	Excluded ^a	1	5.0
	Total	20	100.0

a. Listwise deletion based on all
variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.656	8

Table 3.4 Reliability test for items of brand citizenship behavior.

APPENDIX TWO: *Sample size determination*

No.	Division	Number of employees	Sample taken
1.	Central Addis Ababa	261	28
2.	Eastern Addis Ababa	357	38
3.	Northern Addis Ababa	325	35
4.	Southern Addis Ababa	308	33
5.	Western Addis Ababa	331	35
6.	South western Addis Ababa	294	31
Total		<u>1876</u>	<u>200</u>

APPENDIX THREE: *Goodness of fit test for ordinal regression of variables*

Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	7.749	6	.257
Deviance	8.517	6	.203

Link function: Logit.

Test of Parallel Lines^a

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	31.019			
General	22.502	8.517	6	.203

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

Goodness-of-Fit and parallel lines test for employees brand awareness and their brand commitment

Test of Parallel Lines^c

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	43.915			
General	40.297 ^a	3.618 ^b	8	.890

Link function: Logit.

Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	16.363	8	.037
Deviance	18.011	8	.021

Link function: Logit.

Goodness-of-Fit and parallel lines test for employees brand awareness and their brand citizenship behavior

Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	11.650	9	.234
Deviance	12.577	9	.183

Link function: Logit.

Test of Parallel Lines

	-2 Log Likelihood	Chi-Square	df	Sig.
Model				
Null Hypothesis	41.088			
General	28.511	12.577	9	.183

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

Goodness-of-Fit and parallel lines test for employees brand Commitment and their brand citizenship behavior

Appendix Four: Questionnaire

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

PROGRAM OF MBA

Dear Respondent:

This is a questionnaire developed for a master's thesis on a title "*THE MEDIATION ROLE OF EMPLOYEES BRAND COMMITMENT IN RELATIONSHIP BETWEEN EMPLOYEES' BRAND AWARENESS AND BRAND CITIZENSHIP BEHAVIOR. (IN THE CASE OF ETHIO TELECOM ADDIS ABABA DIVISIONS)*" in partial fulfillment of Master of Business Administration in Addis Ababa University. It will only be reliable through your cooperation in filling this questionnaire and all the information you provided will be kept confidential while the conclusions will be beneficial for you and your organization by recommending best ways of developing internal branding which is directly related to the employees' performance and morale.

Remember:

- There is no need of writing your name
- Please put "✓" mark in the boxes and write details freely as the question arises.
- For any questions and suggestions please use contact addresses below

Mobile: 09-12-30-60-00

Email: Tagayf@yahoo.com

Tagay Firde

Thank you for your lovely cooperation

SECTION ONE: Years of experience

1. Years of experience in ethio telecom

Less than 1

1-3

3-5

Greater than 5

SECTION TWO: Brand Awareness Related Questions

No	Items	Levels of agreement				
		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am clear with the what of ethio telecom"s brand.					
2.	I know clearly what the promises of					

	this brand to the customers are.					
3.	I know clearly what the customers need from my company.					
4.	I know this company is capable of meeting the overall expectation of its customers.					
5.	I am clearly introduced with the responsibilities expected from me.					
6.	I am clearly aware of how to deliver the promises of this brand.					

SECTION THREE: Brand Reward Related Questions

No	Items	Levels of agreement				
		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am always rewarded for my better performances to this brand.					
2.	The company has recognized my performances adequately.					

SECTION FOUR: Employees commitment to the brand promises.

No.	Statements you really do and not do.	Levels of agreement				
		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I usually tell my friends that ethio-telecom is the best brand to work for.					
2.	I am proud of working in this brand.					
3.	For me this is the best of all possible brands in Ethiopia.					
4.	I really care for this brand.					
5.	I am putting greater effort not only I get paid but I like the brand.					

SECTION FIVE: Brand Citizenship Behavior Related Questions

No.	Items.	Levels of agreement				
		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am always positive in terms of helping my colleagues and customers to let the brand promises be delivered effectively.					
2.	I have friendly relations with my colleagues and customers on the way to deliver these promises.					
3.	I always try to help the brand promises be delivered to the targeted customers.					
4.	I have adequate reading materials and practical access to develop my brand promise delivery skills.					
5.	I always try to share my knowledge to my colleagues to let them develop their brand related skills.					

6.	Even though the brand fails to fit my expectations I am doing all my bests to let its promises be delivered.					
7	I am willing to work for this brand even at my own costs.					
8	I usually explain the better performances of my company's brand to others even outside the company.					

Thank you very much!!!