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A Study of the Antecedents and Consequences of Brand Psychological Ownership: Multilevel and Longitudinal Approaches

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品牌心理擁有感之前因與結果因素之研究：

量表發展與多層次之研究方法

A Study of the Antecedent and Consequence of

Brand Psychological Ownership:

Scale Development and Multilevel Approaches

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A Study of the Antecedent and Consequence of Brand Psychological Ownership: Scale Development and Multilevel Approaches

Abstract

This thesis aims to investigate the antecedent and consequence of brand psychological ownership. Three major constructs related to branding efforts and results studied and explored by this research include corporate branding, brand psychological ownership, and brand citizenship behavior. The first construct, corporate branding, represents practices that improve brand cognitions and brand attitude of multiple stakeholders. The second construct, brand psychological ownership, represents the psychological state that makes employees produce feeling of ownership toward the corporate brand. The third construct, brand citizenship behavior, shows that employees have brand-oriented altruistic spirit and live the brand. In order to explore the antecedent and consequence of brand psychological ownership, two major steps are conducted by this study. First, this study conducts the scale developments of corporate branding, brand psychological ownership, and brand citizenship behavior. Second, this study explores the multilevel relation between corporate branding, brand psychological ownership, brand citizenship behavior, and brand equity.

The guidelines of Hinkin (1998) are followed as the procedures of scale development. As for the scale development of corporate branding, a survey conducted among a sample of 275 managers from the franchise organizations in Taiwan was undertaken. Five factors of corporate branding obtained after EFA and CFA include: *communication and evaluation of corporate branding, departmental coordination of corporate branding, leadership and interaction with stakeholders of corporate branding, training and selection of corporate branding, and vision and culture of*

corporate branding. The results represent a scale of corporate branding with good reliability and validity.

As for scale developments of brand psychological ownership and brand citizenship behavior, a survey conducted among a sample of 361 customer-facing employees from the franchise organizations in Taiwan was undertaken. Three factors of brand psychological ownership obtained after EFA and CFA include: *brand self-efficacy, brand accountability and identification and belongingness of brand.* Three factors of brand citizenship behavior obtained after EFA and CFA include: *sportsmanship and endorsement of brand, helping behavior of brand, and consideration and enhancement of brand.* The results represent scales of brand psychological ownership and brand citizenship behavior with good reliability and validity.

In the individual level analyses, brand psychological ownership has a positive effect on brand citizenship behavior, and most factors of brand psychological ownership have positive effects on factors of brand citizenship behavior. In the multilevel analyses, results demonstrate that corporate branding has positive effects on brand psychological ownership and brand citizenship behavior. Organizational-level brand citizenship behavior positively affects brand equity. It is also found that brand psychological ownership fully mediates the relationship between corporate branding and brand citizenship behavior. Detailed analyses show that many factors of corporate branding have positive effects on different factors of brand psychological ownership and brand citizenship behavior. Most factors of brand citizenship behavior positively affect brand equity. Discussion, contributions, implication, limitation, and future study are also discussed.

Key words: corporate branding, brand psychological ownership, brand citizenship behavior, scale development, and multilevel analyses

Chapter 1 Introduction

1.1 Background and Research Motives

Compared to extensively studied topics related to brand management (e.g., perception, associations, and extension), brand psychological ownership is a new construct that recently attracts the attention of practitioners and academics. Brand psychological ownership is extended from perspectives of organization psychological ownership. Pierce, Kostova, and Dirks (2001) assert that psychological ownership is regarded as the feeling of possessiveness making organizational members psychologically tied to tangible and intangible objectives. Van Dyne and Pierce (2004) argue that psychological ownership is the psychologically experienced phenomenon that makes employees produce possessive feelings toward the target. Avey, Avolio, Crossley, and Luthans (2009) assert that psychological ownership is a cognitive-affective construct defined as the state in which organizational members feel the targets as theirs and reflect their awareness, thoughts, and beliefs concerning the target. Extended from above-mentioned perspectives, brand psychological ownership is regarded as the psychologically experienced state in which organizational members feel they are psychologically tied to the brand of the organization. Organizational members feel the brand as their own brand, and reflect their awareness, thoughts, and beliefs regarding the brand.

Brand psychological ownership is especially significant in the franchise organization, because the brand image, organizational reputation, and corporate name, which can be enhanced by practices of corporate branding (Souiden, Kassim and Hong, 2006), are important assets in the franchise organization. Based on Burmann and Zeplin (2005), employees' cognition (i.e., brand commitment) can be improved by branding practices, such as brand leadership, brand communication, and brand-centered HRM. Similarly, a franchisee organization may adopt practices of corporate branding (i.e., brand-centered HRM, brand leadership and brand communication) to make organizational members have feelings of brand psychological ownership, thus contributing to brand image, organizational reputation, and corporate name. For example, McDonald and Wang Steak adopt some practices of corporate branding (e.g., brand training and brand communication) to make employees feel they are closely connected with the corporate brand and then produce good service attitudes and behaviors, thus contributing to the brand image of Wang Steak. However, few researches have explored the construct of brand psychological ownership; there exists a large gap to improve in the field of brand psychological ownership. Organizational members who have psychological ownership produce the feeling of "It is MINE!" towards tangible and intangible objects (Pierce, Rubenfeld, and Morgan 1991). That is, employees with brand psychological ownership have the

feeling of "It is MINE!" toward tangible objects (e.g., product) and intangible objects (e.g., corporate brand). Van Dyne et al. (2004) argued that employees with organizational psychological ownership have three traits which include positive attitudes, self-concept, and sense of responsibility toward the target, all of which contribute to organizational citizenship behavior. Building on the argument, brand psychological ownership can make employees produce positive brand attitudes and behavior. From practical phenomenon of Wang Steak, employees who have brand psychological ownership produce feelings of ownership toward the corporate brand and feel effective in brand-related activities. For example, employees can participate in brand-related decision-making in "Awaking Lion Program". However, the formation of brand psychological ownership has not yet been explored. Thus, the first motive of this research is to explore the key concepts and contents of brand psychological ownership.

Psychological ownership is profoundly related to altruistic spirit that contributes to organizational citizenship behavior. Van Dyne et al. (2004) found that organizational psychological ownership is positively associated with organizational commitment, which further contributes to organizational citizenship behavior (Podsakoff, MacKenzie, Paine and Bachrach, 2000). The factors that foster psychological ownership may be attributed to organizational support. As

demonstrated by Allen, Shore, and Griffeth (2003), organizational commitment is positively affected by perceived organizational support; employees who perceive organizational support may be encouraged to produce positive attitudes to reciprocate organizations (Blau, 1986), thus producing altruistic spirit which contributes to organizational citizenship behavior. In addition, the organizational support (e.g., corporate branding) could evoke the feeling of psychological ownership as contended in the preceding paragraph. Extended from above-mentioned perspectives, this study argues that brand psychological ownership is positively associated with brand altruistic spirit that contributes to brand citizenship behavior. In the context of franchise organizations, employees who have psychological feelings of being closely connected with the corporate brand may produce brand psychological ownership that contributes to brand citizenship behavior. Similarly, Burmann et al. (2005) proposed that brand commitment can arouse brand altruistic spirit which contributes to brand citizenship behavior, yet, they did not further investigate the relationship between brand psychological ownership and brand citizenship behavior. This study argues that brand psychological ownership which can make employees produce brand altruistic spirit contributes to brand citizenship behavior. Based on practical phenomenon of Burger King, employees with brand psychological ownership identify the corporate brand and feel effective in brand-related activities, contributing to employees' service

behavior. However, researchers have not yet investigated why brand psychological

ownership contributes to brand citizenship behavior. Therefore, the second motive of

this research is to explore the relationship between brand psychological ownership

and brand citizenship behavior.

In response to the dynamic environment, organizations have to make strategies

adapted to the environment and then enhance their competitive capability; therefore,

an organization may adopt the strategy of differentiated position related to the

organizational symbolized values, such as corporate brands (Hatch and Schulz, 2003).

Several scholars proposed the concept of corporate branding to describe the branding

efforts especially focused on corporate brands instead of building product brands.

According to Harris and de Chernatony (2001), corporate branding concerns the

coordination of internal and external resources to contribute to a coherent brand

reputation, and a favorable brand identity perceived and held by multiple stakeholders

such as employees, customers, and managers. Employees as key stakeholders who

provide the interface between internal identity and external expression may be

expected to interact with other stakeholders (e.g., customers), and then enhance the

corporate brand values (Brexendorf and Kernstock, 2007). As argued by Hatch et al.

(2003), an organization may communicate values, beliefs, basic assumptions of the

corporate brand to organizational members through corporate branding, and make

organizational members have congruent cognitions which contribute to the success of

corporate branding (Harris et al., 2001). Furthermore, Burmann et al. (2005) assert

that the three levers including brand-centered HRM, brand communication, and brand

leadership can affect employees' brand-related cognitions (e.g., brand commitment)

which imply that practices of corporate branding can be considered as the antecedents

of brand psychological ownership. Apparently, employees' passion for the corporate

brand is the success of corporate branding efforts; those branding efforts like building

corporate brand and empowerment of employees shall be important. According to the

practical phenomenon of 7-Eleven, practices of corporate branding (e.g.,

brand-centered HRM) affect employees' cognitions and make employees feel

responsible for brand-related activities. However, researchers have not yet

investigated why practices of corporate branding can affect brand psychological

ownership. Thus, the third motive of this research is to explore relationship between

practices of corporate branding and brand psychological ownership.

As argued by Hatch et al. (2003), an organization can transmit vision, belief,

value, and norm of brand toward employees in the process of corporate branding, and

then make employees' behaviors transformed. Brand citizenship behavior is

considered not only as one part of organizational citizenship behavior, but also the

externally targeted behavior which contributes to perceptions of external stakeholders

(Burmann et al., 2005). The practices of corporate branding (e.g., brand-centered leadership) may foster followers' perception of variety and autonomy and then make employees produce positive behavior (e.g., brand citizenship behavior) (Piccolo and Coiquitt, 2006). From empirical evidence, transformational leadership is positively associated with organizational citizenship behavior (Podsakoff, MacKenzie, Moorman and Fetter, 1990). Both transformational leadership and brand-oriented leadership are considered as effective leadership (Burmann et al., 2005). According to above-mentioned perspectives, this study argues that practices of corporate branding positively affect brand citizenship behavior. From practical phenomenon of 7-Eleven, practices of corporate branding (e.g., brand communication) make employees produce positive behavior, such as following brand guidelines before actions. However, few researches have investigated why practices of corporate branding affect brand citizenship behavior. Therefore, the fourth motive of this research is to investigate the relationship between corporate branding and brand citizenship behavior.

Based on prior research, practices of corporate branding (e.g., brand-centered HRM) can make employees be a good organizational agent, thus contributing to perceptions of customers. Supportive HRM may contribute to the employee's role of a good organizational agent that enhances customers' perceptions (Sun, Aryee, and Law, 2007). Brand citizenship behavior is regarded as not only employees' voluntary

behavior that contributes to internal stakeholders but also service-oriented behaviors that improve brand equity (Burmann et al., 2005). Based on practical phenomenon of Wang Steak, customer-facing employees who have brand citizenship behavior (e.g., helping behaviors of corporate brand) can improve customers' perceptions toward the corporate brand. However, researchers have not yet investigated why brand citizenship behavior contributes to brand equity. The fifth motive of this research is to explore the relationship between brand citizenship behavior and brand equity.

Based on previous research, corporate branding has been discussed by many scholars (e.g., de Chernatony, 1999; Urde, 2001; Leitch and Richardson, 2003; Balmer, 2001; Harris et al., 2003; Knox and Bickerton, 2003; Balmer and Gray, 2003; Hatch et al., 2003; Martin, Beaumont, Doig and Pate, 2005; Vallaster and de Chernatony, 2006; Uggla, 2006; Balmer, 2008), indicating corporate branding is an important issue. However, few researches have investigated the dimensions of corporate branding, which represents there exists a gap to improve the scale development of corporate branding. Although Souiden et al. (2006) proposed four dimensions of corporate branding, which include corporate name, image, reputation, and loyalty, to investigate interrelation among four corporate branding dimensions, and examine effects of their joint effect on customers' product evaluation, these four dimensions focusing on customers' perceptions, are not comprehensive enough.

Scholars have revealed important components of corporate branding, such as vision, culture, and image (Hatch et al., 2003), brand-centered HRM (Burmann et al., 2005), interaction with multiple stakeholders (Leitch et al., 2003), brand leadership (Kay, 2006), brand communication (Harris et al., 2001), and departmental coordination (de Chernatony, 1999). These aspects of corporate branding should be included in the dimensions of corporate branding. From empirical phenomenon, practices of corporate branding adopted by franchise organizations, such as Burger King, Wang Steak, McDonald and 7- Eleven, indeed contain the activities of transmitting vision, mission, and values toward organizational members through various kinds of communication channels, such as meetings between departments, training and interaction with colleagues. However, researchers have not yet utilized a comprehensive perspective of scale development of corporate branding that can contribute to academics and practitioners in further understanding and using the construct. Therefore, the sixth motive of this research is to conduct the scale development of corporate branding.

Brand psychological ownership is as important as psychological ownership in the organization which has to enhance competitive advantage in dynamic environments. According to previous research, many scholars have investigated organizational psychological ownership (e.g., Pierce et al., 2001; Van Dyne et al., 2004; Chi and Han,

2008; Pierce Jussila and Cummings, 2009; Avey et al., 2009), revealing organizational psychological ownership is an important issue. Building on theory of psychological ownership, four dimensions of psychological ownership proposed by Avey et al. (2009) include self-efficacy, accountability, belongingness, and self-identity. Compare to organizational psychological ownership, few researches have explored brand psychological ownership, representing there exists a large gap to explore the concepts and contents of brand psychological ownership. From practical phenomenon of Wang Steak, employees with brand psychological ownership may have positive cognitions, such as responsibility for brand-related activities. However, researchers have not yet conducted the scale development of brand psychological ownership that can help academics and practitioners clearly clarify and utilize the new construct. Thus, the seventh motive of this research is to conduct the scale development of brand psychological ownership.

According to Podsakoff et al. (2000), seven dimensions of brand citizenship behavior are asserted by Burmann et al. (2005) which include helping behavior, brand consideration, brand enthusiasm, brand sportsmanship, brand endorsement, self-development, and brand advancement, all of which contribute to the brand strength. Brand citizenship behavior is regarded as brand-oriented behavior that includes not only intra-organizational behaviors (OCB) but also externally targeted

behavior (Burmann et al., 2005), indicating employees with brand citizenship behavior can both help internal stakeholders (i.e. newcomers) to enhance organizational effectiveness and solve the problems of external stakeholders (i.e. customers) to foster the brand equity. From empirical phenomenon of McDonald, employees with brand citizenship behavior (e.g., helping behaviors of corporate brand) contribute to brand equity. Although the construct of brand citizenship behavior is first proposed by Burmann et al. (2005), the extant literature has not yet documented the scale development of brand citizenship behavior. Therefore, the eighth motive of this research is to conduct scale development of brand citizenship behavior.

1.2 Research Objectives and Questions

Although this thesis aims to investigate the antecedent and consequence of brand psychological ownership, the measurement items of brand psychological ownership, corporate branding, and brand citizenship behavior have not been developed. Therefore, this research have to first conduct scale developments of these constructs and then utilize measurement items obtained from scale developments to investigate the antecedent and consequence of brand psychological ownership. To fulfill above-mentioned research motives, several objectives adopted by this research are discussed as follows. First, this research conducts the scale developments of three constructs of corporate branding, brand psychological, and brand citizenship behavior

according to the guidelines of Hinkin (1998). Second, after conducting scale developments of three constructs, this research can utilize items of three constructs to investigate the multilevel relationships. That is, a holistic model is proposed by this study to investigate the antecedent and consequence of brand psychological ownership. Since the phenomena have to be observed at multiple levels of the organizational behavior, hierarchical linear modeling is utilized to investigate the relationships among the constructs. In individual-level analyses, this study focuses on the relation between brand psychological ownership and brand citizenship behavior (Brand CB). In cross-level analyses, this study investigates the relationship between practices of corporate branding, brand psychological ownership, and brand citizenship behavior. Third, this study investigates the relation between aggregated brand CB and brand equity to reveal the effect of employees' brand CB on organizational effectiveness. Based on these research objectives, specific research questions are discussed as follows.

(1) What are the key concepts and contents of brand psychological ownership?

(2) What is the relationship between brand psychological ownership and brand citizenship behavior?

(3) What is the relationship between corporate branding and brand psychological ownership?

(4) What is the relationship between corporate branding and brand citizenship

behavior?

(5) What is the relationship between organization-level brand citizenship behavior

and brand equity?

(6) What are the measurement items of corporate branding?

(7) What are the measurement items of brand psychological ownership?

(8) What are the measurement items of brand citizenship behavior?

1.3 Research Process

As showed in Figure 1-1, the processes of this research include:

(1) Background, motives, and objectives of this research

(2) Literature review and dimension definition

(3) Scale developments of three constructs

(4) Data collection to conduct analyses of EFA and CFA

(5) Hypotheses development

(6) Continuous data collection to investigate constructs in multilevel relationships

(7) Analytical results

(8) Discussion and implication.

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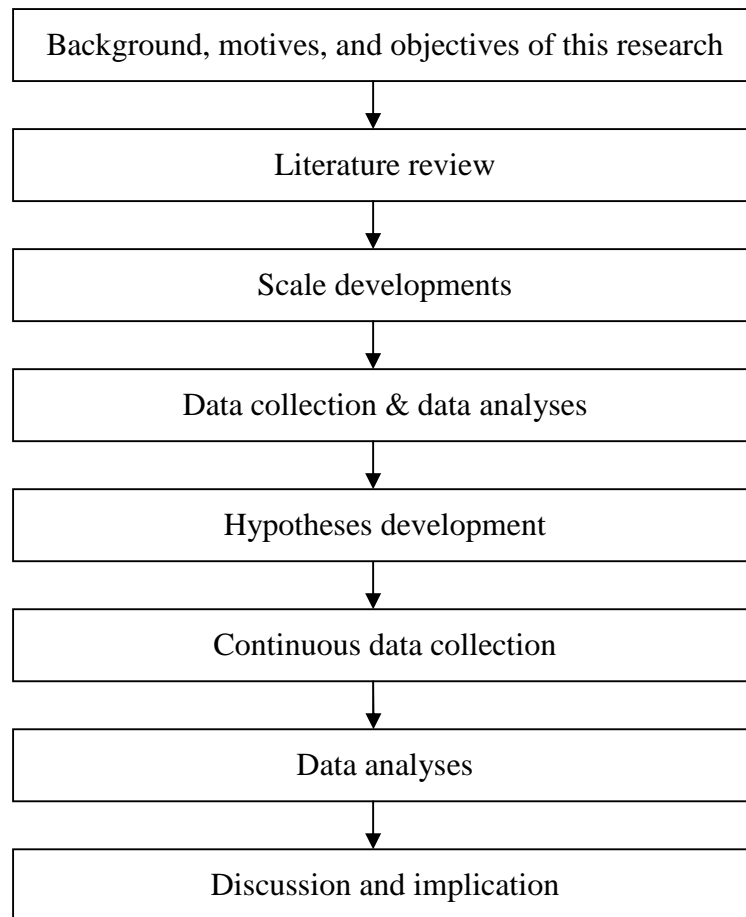
Figure 1-1 Research Process

1.4 Expected Contribution

Several expected contributions of this study are discussed as follows. First, a new construct, brand psychological ownership, has not yet been explored by previous research. This research is the first one to explore the new construct, which can help researchers to understand employees' mental process toward the corporate brand. Second, three constructs which include corporate branding, brand psychological ownership, and brand citizenship behavior are important to academics and practitioners, however, researchers have not yet conducted measurements of three constructs. Thus, scale developments of corporate branding, brand psychological

ownership, and brand citizenship behavior, have been conducted by this study, can be utilized by researchers to further explore these phenomena. Kidwell, Mossholder and Bennett (1997) argue that multilevel approaches may solve bias caused by single level analysis method to investigate the predictors at different levels. A multilevel approach is adopted by this research to investigate the relationships among corporate branding, brand psychological ownership, brand citizenship behavior, and brand equity, thus estimates obtained are less biased than the single level method.

1.5 Dissertation Organization

In Chapter 1, this research discusses background, motives, questions, research process, expect contribution, and dissertation organization. This research presents the literature review to clarify conceptions and definitions of corporate branding, brand psychological ownership, and brand citizenship behavior in Chapter 2. Scale developments of three constructs are conducted by this study according to the scale development guidelines of Hinkin (1998) in Chapter 3. The investigation of the antecedent and consequence of brand psychological ownership through multilevel analyses is investigated in Chapter 4. Discussion, implications, contributions, limitation, and future study are discussed in Chapter 5.

Chapter 2 Literature Review

In the chapter, this research first discusses the conceptions, definitions and dimensions of corporate branding, brand psychological ownership, and brand citizenship behavior according to the literature review. Based on concepts and definitions, this research conducts scale developments of corporate branding, brand psychological ownership, and brand citizenship behavior (in chapter 3). Then this research utilizes measurement items captured from scale developments to investigate the antecedent and consequence of brand psychological ownership (in chapter 4 & 5).

2.1 Corporate Branding

2.1.1 The Definition of Corporate Branding

Corporate branding is regarded as a systematical process planned and implemented by an organization to create and maintain favorable image and reputation through sending signals to all stakeholders, managing organizational behavior, communication, and symbolism (Muzellec and Lambkin, 2006; Einwiller and Will, 2002). Hatch et al. (2003) describe corporate branding as an organizational tool which depends on attending to strategy, organizational context, and communication that can help managers analyze organizational contexts aligned between strategic vision, organizational culture, and corporate image, thus contributing to the success of corporate branding. Knox et al. (2003) assert the

management of corporate branding as "the activity is rendered more complex by managers conducting these practices at the level of the organization, rather than the individual product or service, and the requirement to manage interactions with multiple stakeholder audiences" (pp. 999). Corporate branding is considered as a different management approach that has to pay great attention to the role of employees whose congruent perceptions can facilitate the success of brand building (Harris et al., 2001).

Based on the literature review, this study defines corporate branding as systematical processes of creating and maintaining favorable image and reputation (Muzellec et al., 2006), communications of signals and symbols toward internal and external stakeholders (Harris et al. 2001). It involves practices of brand-centered HRM (Burmann et al., 2005), interactions with multiple stakeholders, and departmental coordination (Leitch et al., 2003), and brand leadership (Burmann et al., 2005; Vallaster et al., 2006). The success of corporate branding depends on the alignment of vision, culture and strategies of the corporate brand (Hatch et al., 2003).

2.2 Corporate Brand

2.2.1 The Difference between Product brands and Corporate Brands

Corporate brands are different from product brands because of multiple stakeholders, broader marketing mix, and total corporate communication (Balmer,

2001). As reported in Table 2-1, the criteria of management, responsibility, cognate disciplines, communication mix, focus, and values reveal the difference between corporate brands and product brands (Balmer, 2001). Corporate brands are mainly managed by CEO, responsibility undertaken by all personnel, and communicated with a set of fundamental core values, which can become the powerful source of brand equity (Balmer, 1998; Uggla, 2006). The building of corporate brands including internal and external core value-based processes can contribute to the brand architecture, brand positions, communication strategies, and image of the corporate brand (Urde, 2001). Therefore, corporate brands defined by organizational values and goals can make the organization visible and notable (Kay, 2006) and bring an organization into the success of corporate branding (Harris et al., 2001).

Table 2-1 A Comparison between Corporate and Product Brands

	Product brands	Corporate brands
Management	Middle manager	CEO
Responsibility	Middle manager	All personnel
Cognate disciplines	Marketing	Strategy/multi disciplinary
Communication mix	Marketing communicator	Total corporate communications
Focus	Mainly customer	Multiple. Internal and external stakeholder groups and networks
Values	Mainly contrived	Those of founder(s) + mix of corporate + other sub-cultures

Source: Balmer (2001)

2.2.2 Corporate Brand, Corporate Identity, Corporate Image, and Corporate Reputation

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As reported in Table 2-2, the concept of corporate brand is derived from organizational identity and associated with concepts of corporate image, corporate reputation, and perception. The elements of corporate brand are cultural, intricate, tangible and ethereal (Balmer, 2001). First, Corporate identity which gives organizations their distinctiveness emphasizes several important elements include culture, strategy, structure, history, business activities, and market scope. Second, creating a positive image is the espoused objective that facilitates the organization to effectively manage the corporate image. Three disciplinary approaches of corporate image draw from psychology, graphic design and from public relations, which contribute to the corporate identity. A favorable corporate reputation makes an organization survived and benefited from good perceptions of multiple stakeholders. The objective of corporate identity is to acquire a favorable corporate reputation among multiple stakeholders, thus giving the organization competitive advantages which include financial worth, traits and signals, formation, expectations, norms, assets and mobility barriers. Based on prior literatures, corporate branding is regarded as organizational practices whose successful applications depend on the success of corporate identity (Abratt, 1989), corporate reputation (Harris et al., 2001; Van Riel and Balmer, 1997) and corporate image (Hatch et al., 2003).

Table 2-2 Key Concepts of Corporate Brand, Corporate Identity, Corporate Image, and Corporate Reputation

Concepts	Key characteristics
Corporate brand	1. Derive from the organization's identity. 2. Elements are cultural, intricate, tangible and ethereal. 3. Relate to corporate reputation, corporate image, and perception.
Corporate identity	1. Give organizations their distinctiveness. 2. Important elements include culture, strategy, structure, history, business activities and market scope.
Corporate image	1. Create a positive image. 2. Three disciplinary approaches draw from psychology, graphic design and from public relations.
Corporate reputation	1. Give the organization competitive advantages. 2. Focus on financial worth, traits and signals, formation, expectations, norms, assets and mobility barriers.

Source: Balmer (2001)

2.3 Key Concepts of Corporate Branding

According to prior research, eight key concepts of corporate branding are proposed by this study (reported in Table 2-3). First, corporate branding is cultural, intricate, tangible, ethereal, and commitment (Balmer et al., 2003). Corporate branding is regarded as underpinned processes linking three components including strategic vision, organizational culture, and corporate images (Hatch et al., 2003). Second, corporate branding depends on the interactive process with multiple stakeholders. As argued by Leitch et al. (2003), the brand web concept helps an organization understand how to manage the web of brand relationships, revealing that corporate branding can be considered to be the outcome of the interactive process

with multiple stakeholders (Knox et al., 2003). Third, key internal factors which include managers, teams and employees are identified as important factors of corporate branding which can leverage brand resources and then enhance brand performance (Harris et al., 2003). Fourth, sophisticated HR policies can improve internal brand identity and external brand image. A strong and positive internal brand identity which can be established through the achievement of sophisticated HR policies may improve the external image and reputation of an organization (Martin et al., 2005), and then contribute to corporate branding.

Table 2-3 Key Concepts of Corporate Branding

Key concepts of corporate branding	Sources
Cultural, intricate, tangible, ethereal, and commitment	Hatch et al. (2003); Balmer et al. (2003)
Interactive with multiple stakeholders	Leitch et al. (2003); Knox et al. (2003)
Internal factors	Harris et al. (2003)
Sophisticated HR policies	Martin et al. (2005); Burmann et al. (2005)
Successful leaders	Vallaster et al. (2006) ; Kay (2006); Burmann et al. (2005)
Communicational context	Balmer, (2001); Hatch et al. (2003); Uggla (2006); Burmann et al. (2005)
Coordination of internal resources	Balmer et al. (2001); de Chernatony (1999)
Explicit conventions	Knox et al. (2003); Balmer et al. (2003)

Source: this research

Fifth, successful leaders who integrate multilevel resources can make appropriate

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corporate branding decisions. Corporate brand values shall be directed by managers who can make appropriate corporate branding decisions which establish corporate identities and enhance corporate reputations (Kay, 2006). Successful leaders are considered as two-level forces that integrate corporate identity structures, corporate branding structures and the individuals (Vallaster et al., 2006). Sixth, communicational context makes corporate branding become the powerful sources of brand equity. Corporate branding is regarded as an organizational tool which uses strategic, organizational and communicational context to make the application of corporate branding successful (Hatch et al., 2003). The general advantages of corporate branding are that corporate brands are differentiated and communicated, and then corporate brands become the powerful sources of brand equity (Balmer, 2001; Uggla, 2006). Seven, corporate branding that emphasizes the multidimensional nature involving coordination of internal resources makes an organization create a favorable brand identity (de Chernatony, 1999). Eight, a corporate brand is considered to be an explicit covenant between an organization and its multiple stakeholders. The covenant asserted by a senior manager is promoted via multiple channels of communication, such as advertisement and customer-facing employees, thus contributing to the success of corporate branding (Balmer et al., 2003). Six conventions of corporate branding proposed by Knox et al. (2003) include brand

context-setting the coordinates, brand construction-the corporate brand positioning

framework, brand confirmation-articulating the corporate brand position, brand

consistency-developing consistent corporate brand communications, brand

continuity-driving the brand deeper into the organization, and brand

conditioning-monitoring for relevance and distinctiveness.

2.4 The Dimensions of Corporate Branding

The concepts of corporate branding are related to vision, culture, and image

(Hatch et al., 2003), brand-centered HRM (Burmann et al., 2005), interaction with

multiple stakeholders (Leitch et al., 2003), brand leadership (Kay, 2006), brand

communication (Harris et al., 2001), and departmental coordination (de Chernatony,

1999). However, few researches have explored the concepts of corporate branding via

a comprehensive method. Based on key concepts of corporate branding showed in

Table 2-4, this research deduces six dimensions of corporate branding include (1)

vision, culture, and image of corporate branding; (2) interactions with multiple

stakeholders; (3) leadership of corporate branding; (4) departmental coordination; (5)

HR practices of corporate branding; and (6) communication of corporate branding.

First, because characteristics of corporate branding are cultural, intricate, tangible,

ethereal, and commitment, senior managers may frame vision and culture of brand

through the process of corporate branding (Balmer et al., 2003; Hatch et al., 2003).

Second, internal and external core value-based processes contributing to brand architecture, brand positions, communication strategies represent that the interaction with multiple stakeholders can help an organization improve corporate branding and enhance brand equity via capturing diversified perspectives from internal and external stakeholders (Leitch et al., 2003; Knox et al., 2003). Third, brand leaders who can integrate corporate identity structures, corporate branding structures, and organizational members may frame vision, culture, values, and conventions, and then make appropriate corporate branding decisions contributing to brand image and brand reputation (Balmer et al., 2003; Kay, 2006; Vallaster et al., 2006). Fourth, the internal factors which include managers, teams and employees are identified as important factors which contribute to brand equity; nevertheless, organizational members from different departments may be difficult to coordinate (Harris et al., 2003). Therefore, the departmental coordination which makes internal factors coordinated may contribute to corporate branding (Balmer et al., 2001; de Chernatony, 1999).

Table 2-4 Dimensions of Corporate Branding

Dimensions of corporate branding	Sources
1. Corporate name, 2. Image, 3. Reputation 4. Loyalty	Souiden et al. (2006)

Table 2-4 Dimensions of Corporate Branding (Continued)

Dimensions of corporate branding	Sources
1. Vision, culture, and image of corporate branding	This study
2. Interactions with multiple stakeholders	
3. Leadership of corporate branding	
4. Departmental coordination	
5. HR practices of corporate branding	
6. Communication of corporate branding	

Source: this research

Fifth, a strong and positive internal brand identity which contributes to the building process of corporate branding can be established through the achievement of sophisticated HR practices, such as brand-related training, selection, compensation, development, and promotion (Martin et al., 2005; Burmann et al., 2005). Sixth, the vision, culture, and covenant of corporate branding asserted by senior managers are promoted through multiple channels of communication; therefore, brand communication plays an important role in the building process of corporate branding (Balmer, 2001; Balmer, 2003; Uggla, 2006). Although Souiden et al. (2006) proposed four dimensions of corporate branding focusing on customers' perceptions; these dimensions are not comprehensive enough. The dimensions of corporate branding proposed by Souiden et al. (2006) and this study are presented in Table 2-4. The definitions of six dimensions of corporate branding are discussed as follows.

2.4.1 The Definitions of Dimensions of Corporate Branding

This study further defines dimensions of corporate branding; the definition of

each dimension is discussed as follows.

2.4.1.1 Vision, Culture, and Image of Corporate Branding

Hatch et al. (2003) regarded corporate branding as underpinned processes linking three components including strategic vision, organizational culture, and corporate images. Strategic vision refers to the central idea embedded in top managers may make the organization understand what to achieve in the future. Organizational culture refers to the internal values, beliefs, and basic assumptions that may communicate the meanings of organizational culture to organizational members. Corporate image refers to overall impression perceived by internal and external stakeholders. Based on Hatch et al. (2003), this study defines the first dimension of corporate branding (i.e., vision, culture, and image of corporate brand) as an organizational tool implemented by an organization to transmit vision, belief, value, and norm of the corporate brand toward internal and external stakeholders through creating organizational climate or multiple channels contributing to the image and reputation of the corporate brand.

2.4.1.2 Interactions with Multiple Stakeholders

Leitch et al. (2003) regarded corporate branding as the outcome of an interactive process with multiple stakeholders. In the multiple relationships, an organization is considered as the hub that generally has strategic and tactical control over the web of

corporate brand. Therefore, an organization may transmit brand values toward multiple stakeholders through various kinds of interactive processes, such as formal meeting, advertising and first-line employees' interaction with customers (Harris et al., 2001). Based on perspectives of scholars (e.g., Leitch et al., 2003; Harris et al., 2001; Knox et al., 2003), this study defines the second dimension of corporate branding, and the interactions with multiple stakeholders, as the systematical process implemented by an organization to interact with internal stakeholders (e.g., managers, teams, and employees) and external stakeholders (e.g., customers, suppliers, and government) to enhance brand performance, such as brand image, brand reputation, and brand equity.

2.4.1.3 Leadership of Corporate Branding

In order to develop a strong corporate brand, managers may make appropriate corporate branding decisions which can help an organization to develop identities of the corporate brand and to build brand reputation (Kay, 2006). Managers who conduct corporate branding at multiple levels of the organization are required to interact with multiple stakeholder audiences (Knox et al., 2003). That is why the successful leaders of corporate branding are regarded as integrating forces that integrate the structures of corporate identity, and mediate the relationship between corporate branding structures and organizational members (Vallaster et al., 2006). According to the perspectives of scholars (Knox et al., 2003; Kay, 2006; Vallaster et al., 2006), this study define the

third dimension, leadership of corporate branding, as the implements that managers not only formulate corporate strategy and clear brand objectives which can be followed by organizational members, but also adjust the content of products and services to enhance corporate brand values based on the information from internal stakeholders (e.g., employees) and external stakeholder (e.g., customers) (Vallaster et al., 2006).

2.4.1.4 Departmental Coordination

Coordination of internal resources (e.g., functional capabilities, and communication capabilities) may help an organization to create a coherent brand identity and a favorable brand reputation because of multidimensional nature of corporate branding (de Chernatony, 1999). In fact, organizational members who are in different functional backgrounds can have different perceptions of corporate branding; however, congruent perceptions of corporate branding play an important role in the successful management of corporate branding (Harris et al., 2001). As argued by Hatch et al. (2003), the integrated effort of HR, communication and marketing departments bring the corporate activities into corporate branding, therefore, functional coordination could contribute to the success of corporate branding. According to perspectives of scholars (de Chernatony, 1999; Harris et al., 2001; Hatch et al., 2003), this study defines the fourth dimension of corporate branding,

departmental coordination, as practices which are implemented by different

departments of an organization to frequently discuss and interchange information that

contribute to brand behavior of organizational members, brand image, and brand

commitment proposed by the organization.

2.4.1.5 HR Practices of Corporate Branding

Human resource management which aligns external corporate image and internal

employee identity may get different information from multiple stakeholders to

improve external image and reputation of the organization contributing to corporate

branding (Martin et al., 2005). Burmann et al. (2005) also contend that brand-centered

HRM may contribute to the generation of brand identity internalization which is

important to corporate branding. HR practices of corporate branding are adopted by

an organization to improve internal branding, and employees' brand behaviors that are

consistent with the external branding efforts (Aurand, Gorchels and Bishop, 2005).

That is, employees who are satisfied, motivated, empowered, and recognized via HR

practices of corporate branding may provide services with high quality which are

perceived by customers (Girod, 2005). As demonstrated by Aurand et al. (2005), HR

practices, which include selectivity of staffing, comprehensiveness of training,

developmental performance appraisal, externally equitable rewards, and individually

equitable rewards (Snell and Dean, 1992), could make employees implement

brand-centered strategies, revealing that brand-centered HR practices contribute to the implementation of corporate branding. Based on the perspectives of scholars (Snell et al.,1992; Martin et al., 2005; Burmann et al., 2005; Aurand et al., 2005; Girod, 2005), this study defines the fifth dimension, HR practices of corporate branding, as systematical practices implemented by an organization to make organizational members produce positive brand attitudes and positive brand behaviors via brand-oriented HR practices, such as brand-oriented selection, brand-oriented training, brand-oriented evaluation, brand-oriented rewards, and brand-oriented compensation.

2.4.1.6 Communication of Corporate Branding

The effective communication of corporate branding which depends on the coherence of expression via multiplicity of channels and news media can be directed at multiple stakeholders to create a strong corporate brand in which image, reputation, and commitment cultivated by the organization (Balmer, 2001; Kay, 2006). As argued by Harris et al. (2001), communication of corporate branding contributes to the formation of congruent perceptions toward the corporate brand because organizational members with similar perceptions are more likely to have similar experiences, perspectives, and values that help managers, teams, and employees communicate easily. Therefore, communications plays an important role in the implementation of corporate branding. Based on perspectives of scholars (Balmer, 2001; Harris et al.

2001; Kay, 2006), this study defines the sixth dimension, communication of corporate branding, as communication practices implemented by an organization to transmit brand values to internal stakeholders (e.g., employee) and external stakeholders (e.g., customers) through formal channels (e.g., meeting) or informal channels (e.g., interactions between employees). The effects of communication are assessed regularly.

2.5 The Definition of Brand Psychological Ownership

Psychological ownership is defined as "a state of the mind in which individuals feel as though the target of ownership (material or immaterial) or a piece of it is 'theirs'" (Pierce et al., 2001, p. 299). As for the organization, psychological ownership is regarded as the state in which employees feel ownership and experience possessively toward the organization (Chi et al., 2008). Van Dyne et al. (2004) defines psychological ownership as a cognitive-affective construct that individuals develop feelings of ownership toward targets that are substantial or non-substantial, referring to tangible or intangible objects, such as subgroups, ideas, people, and artistic creations. The cognitive components of psychological ownership reflect employees' beliefs, thoughts, and awareness considering the target of ownership and the affective components of psychological ownership reflect the pleasure produced by feelings of ownership (Pierce et al., 2001; Pierce et al., 2009; Avey et al., 2009).

Extended from previous research (e.g., Pierce et al., 2001; Van Dyne et al., 2004; Chi et al., 2008; Pierce et al., 2009; Avey et al., 2009), this study defines brand psychological ownership as the state in which organizational members feel ownership and possessive experience toward the corporate brand. This study argues that brand psychological ownership specifies brand-related psychological state in which organizational members (e.g., managers, teams, and employees) feel ownership and experience possessively toward the corporate brand. That is, brand psychological ownership could make organizational members produce positive brand cognitions and brand attitudes, such as feelings of ownership toward corporate brand, altruistic spirit toward brand-related activities. Also, we contend that employees with brand psychological ownership may produce positive attitudes toward the corporate brand, identify them according to the corporate brand, feel they are effective in brand-related activities, and would like to defend corporate brand.

2.6 Key Concepts of Organizational Psychological Ownership and Brand Psychological Ownership

Both organizational psychological ownership and brand psychological ownership may contribute to the relationship between the organization and organizational members. It is necessary for researchers to explore the differences between organizational psychological ownership and brand psychological ownership.

Employees with organizational psychological ownership may regard themselves as the owner of the organization (Pierce et al., 2001; Wagner, Parker and Christiansen, 2003) and further produce a psychological contract that strengthens the relation between employees and an organization, making employees willingly to express extra-role behaviors (Rousseau, 1989). As argued by Pierce et al. (2001), organizational psychological ownership is produced by three roots which include having a place or home, feelings of efficacy and effectance, and self-identity. The first root, having a place or home, can satisfy employees' sense of belonging which makes employees invest as organizational members and feel they are different from individuals of other group (McMillan and Chavis, 1986). Employees may develop individual spaces which make them hold favorable attitudes and closely interact with other colleagues via these differences including languages and symbols, such as corporate brands (Ehrlich and Graeven, 1971). The second root, feelings of efficacy and effectance, makes employees feel they are effective, important and valuable in the organization, and then produce sense of mattering (Masterson and Stamper, 2003). Employees with organizational psychological ownership may feel they are effective and important by the organization (McMillan et al., 1986). The third root, self-identity, makes employees identify themselves with the organization to understand their characteristics such as personal traits and values (Pierce et al. 2001). Therefore,

employees with psychological ownership are more willing to invest themselves in the organization and participate in job decision making (Pierce et al., 2001; Van Dyne et al., 2004). Drawing on the perspectives of Pierce et al. (2001), this study argues that brand psychological ownership is produced by three roots including sense of belonging toward the corporate brand (e.g., employees feel they are closely linked with the corporate brand), efficacy and effectance of the corporate brand (e.g., employees feel effective in brand-related activities), and corporate brand image extension (e.g., employees hope their images are consistent with the image of the corporate brand). Compare to organizational psychological ownership which focuses on the organization, brand psychological ownership is regarded as the construct that focuses on the corporate brand.

Employees with organizational psychological ownership have three traits which include attitudes, self-concept, and sense of responsibility (Van Dyne et al., 2004). The first trait, attitude, makes employees have positive feelings toward tangible and intangible targets (e.g., corporate brand), and then produce positive attitude toward the target (Van Dyne et al., 2004; Nuttin, 1987). The second trait, self-concept, makes organizational members view tangible and intangible targets as their extensions (Van Dyne et al., 2004; Dittmar, 1992). Therefore, possessions of tangible and intangible targets are linked to the self-concept (Furby, 1978; Van Dyne et al., 2004). The third

trait, sense of responsibility, can trigger a sense of responsibility for tangible and

intangible targets and make organizational members more willing to protect or defend

their ownership rights (Furby, 1978; Van Dyne et al., 2004). Drawing on the

perspectives of Van Dyne et al. (2004), this study argues that organizational members

with brand psychological ownership can produce traits including positive attitude (e.g.,

employees defend the corporate brand when others criticize it), accountability (e.g.,

employees feel responsible for the enhance of corporate brand equity) and

identification (e.g., employees identify beliefs, values, and norms of the corporate

brand proposed by senior managers). The comparisons between organizational

psychological ownership and brand psychological ownership are presented in Table

2-5.

Table 2-5 Comparison between Organizational Psychological Ownership and Brand Psychological Ownership

Constructs	Roots and traits	Sources
Organizational psychological ownership	1. Three roots of psychological ownership include having a place or home, feelings of efficacy and effectance, and self-identity.	Pierce et al. (2001)
	2. Three traits of psychological ownership include attitudes, self-concept, and sense of responsibility.	Van Dyne et al. (2004)
Brand psychological ownership	1. Three roots of brand psychological ownership include sense of belonging toward the corporate brand, efficacy and effectance of the corporate brand, and corporate brand image extension.	This research
	2. Three traits of brand psychological ownership include positive attitude, accountability, and identification toward the corporate brand.	

Source: this research

2.7 Brand Psychological Ownership, Brand Commitment, and Organizational Commitment

Brand psychological ownership is different from brand commitment and organizational commitment. As reported in Table 2-6, brand commitment is regarded as employees' psychological attachment toward the brand, which makes them produce brand altruistic spirit (Burmann et al., 2005). Three drivers of brand commitment which include compliance, identification, and internalization influence their willingness to display brand citizenship behavior (Burmann et al., 2005).

Organizational commitment is regarded as an attitude which makes employees identify organizational goals and invest themselves in the organization (Mowday, Steers, and Porter, 1979). Pierce et al. (2001) assert that organizational commitment, which focuses on willingness of employees to stay in the organization, is different from psychological ownership.

Table 2-6 Key Concepts of Brand Psychological Ownership, Brand Commitment and Organizational Commitment

Constructs	Characteristics	Sources
Brand psychological ownership	Ownership and possessively experience toward the corporate brand. Roots include a sense of belonging toward the corporate brand, efficacy and effectance of the corporate brand, and corporate brand image extension. Traits include positive attitude, accountability, and identification toward the corporate brand.	This study

Table 2-6 Key Concepts of Brand Psychological Ownership, Brand Commitment and Organizational Commitment (Continued)

Constructs	Characteristics	Sources
Brand commitment	Psychological attachment toward the brand. Three drivers include compliance, identification, and internalization.	Burmann et al. (2005)
Organizational commitment	Willingness of employees to stay in the organization.	Mowday, Steers, and Porter (1979) Pierce et al. (2001)

Source: this research

Extending from Pierce et al. (2001) and Van Dyne et al. (2004), this study contends that three roots of brand psychological ownership include sense of belonging toward the corporate brand, efficacy and effectance of the corporate brand, and corporate brand image extension. Three traits of brand psychological ownership include positive attitude, accountability and identification. Based on scholars (e.g., Pierce et al., 2009; Avey et al., 2009), this study argues that brand psychological ownership as the state in which organizational members feel ownership and possessively experience toward the corporate brand, and then makes organizational members produce positive brand cognitions and brand attitudes, thus producing brand altruistic spirit. As for the consequences of organizational psychological ownership, Vande Walle, Van Dyne, and Kostova (1995) demonstrated that psychological ownership affects altruistic spirit through organizational commitment. Extended from the empirical results, this study argues that brand psychological ownership may affect

brand altruistic spirit through brand commitment.

2.8 Dimensions of Psychological Ownership and Brand Psychological Ownership

Building on the concepts of territoriality, four dimensions of psychological ownership proposed by Avey et al. (2009) include self-efficacy, accountability, belongingness, and self-identity. Self-efficacy refers to employees' beliefs that they can successfully implement a specific task assigned by an organization (Avey et al., 2009). Accountability refers to the implicit or explicit expectation that organizational members may be called on to justify their beliefs, feelings, and actions to others (Lerner and Tetlock, 1999; Avey et al., 2009). Belongingness refers to the basic human need for a place in which organizational members can be best understood as the feeling that they belong to the organization (Pierce et al., 2001; Avey et al., 2009). Self-identity refers to the component of psychological ownership that makes organizational members establish, maintain, reproduce, and transform their self-identity through interaction with tangible and intangible possessions (Pierce et al. 2001; Avey et al., 2009). Building on three traits of organizational psychological ownership which include attitudes, self-concept, and sense of responsibility (Van Dyne et al., 2004); this study argues that employees with brand psychological ownership may have self-image extension. Based on perspectives of scholars (Pierce et al. 2001; Pierce O' Driscoll and Coghlan, 2004 ; Van Dyne et al., 2004 ; Avey et al.,

2009), five dimensions of brand psychological ownership (BPO) proposed by this

study include self-efficacy of corporate brand, image extension of corporate brand,

belongingness of corporate brand, accountability of corporate brand, and

identification of corporate brand. The dimensions of psychological ownership and

brand psychological ownership are presented in Table 2-7.

Table 2-7 Dimensions of Psychological Ownership and
Brand Psychological Ownership

Constructs	Dimensions or traits	Sources
Psychological ownership	Four dimensions include self-efficacy, accountability, belongingness, and self-identity.	Avey et al. (2009)
Psychological ownership	Three traits of psychological ownership include attitudes, self-concept, and sense of responsibility.	Van Dyne et al. (2004)
Brand psychological ownership	Five dimensions include self-efficacy of corporate brand, image extension of corporate brand, belongingness of corporate brand, accountability of corporate brand, and identification of corporate brand.	This research

Source: this research

2.9 The Definitions of Dimensions of Brand Psychological Ownership

This study further defines five dimensions of brand psychological ownership; the

definition of each dimension is discussed as follows.

2.9.1 Self-efficacy of Corporate Brand

Pierce et al. (2001) defines feelings of efficacy and effectance as ownership and

the rights that allow individuals to explore and alter their environment, and then

satisfy their innate need of efficacy. Avey et al. (2009) defines self-efficacy as

people's belief that they can implement a specific task successfully. According to Pierce et al. (2001) and Avey et al. (2009), this study defines self-efficacy of corporate brand as employees' beliefs that they feel they can not only successfully transmit values of corporate brand toward family, friends, or customers, but also can successfully transmit customers' feedbacks to the organization.

2.9.2 Image Extension of Corporate Brand

Ownership is used by people to define themselves, express their self-identity to others, and ensure continuity of the self (Pierce et al., 2001). Organizational members with psychological ownership may establish, maintain, reproduce, and transform their self-identity through interaction with tangible and intangible possessions (Avey et al., 2009), thus contributing to the image extension of tangible and intangible possessions. Based on perspectives of Pierce et al. (2001) and Avey et al. (2009), this study defines image extension of corporate brand as the cognitions that organizational members expect their family, friends, and customers to feel their image is consistent with the image of corporate brand.

2.9.3 Belongingness of Corporate Brand

Pierce et al. (2001) argues that people tends to devote their energy and resources to tangible and intangible targets that may potentially become their home or "their own" targets. Avey et al. (2009) regards belonging in terms of psychological

ownership as the feeling that individuals can be best understood and belong in the organization. The root of psychological ownership may satisfy employees' sense of belonging, thus making employees produce favorable feelings toward the organization (Van Dyne et al., 2004). Based on Pierce et al. (2001), Van Dyne et al. (2004), and Avey et al. (2009), this study defines belongingness of corporate brand as cognitions that organizational members feel they are closely linked to the corporate brand, and produce favorable feelings toward the image and personality of corporate brand.

2.9.4 Accountability of Corporate Brand

When individuals have psychological ownership toward targets, a sense of responsibility may be triggered to protect and defend their ownership rights (Van Dyne et al., 2004). Avey et al. (2009) regard accountability as a source of psychological ownership that can make individuals expect responsibilities for targets of ownership and regard these targets as extension of the self. As for corporate brand, this study argues that organizational members with brand psychological ownership have accountability for the corporate brand. Extended from Van Dyne et al. (2004) and Avey et al. (2009), this study defines accountability of corporate brand as responsibilities perceived by organizational members to implement values of corporate brand. Consequently, they defend the corporate brand when others criticize it; they feel pleased when others praise it.

2.9.5 Identification of Corporate Brand

Specific targets which are classified as the extension of the self may become central to self-identity of individuals such that individuals define themselves as by these targets (Belk, 1988; Avey et al., 2009). As argued by Hatch et al. (2003), three components of corporate branding include strategic vision, organizational culture, and corporate images, making employees have congruent perceptions and identify the corporate brand. Based on Hatch et al. (2003) and Avey et al. (2009), this study defines identification of corporate brand as the concept that organizational members with brand psychological ownership identify themselves with strategic vision, belief, value, norm, and image of the corporate brand proposed by senior managers.

2.10 Brand Psychological Ownership in Diversified Branding Strategies

Brand psychological ownership is regarded as the state in which organizational members feel ownership and possessive experience toward the brand. Based on the practical phenomenon, brand psychological ownership may target different objects owing to different branding strategies adopted by firms. Diversified brand strategies could be applied to different firms, such as, focusing on corporate brand, or product brands. For the product branding strategies, the firm may adopt a single (family) brand, or multiple brands. The brands may be owned by the firm or may be licencised from other organizations. Therefore, the targets of brand psychological ownership can

be corporate brand, product brands, single brand, multiple brands, and licensed brand. Managers in franchise organizations (e.g., Wang Steak and 7-Eleven) adopt corporate brand strategies, because the corporate brand is an important asset which can enhance the brand equity. For those firms operate under licensed brands, they usually set up corporate using the licensed brands as the corporate names. Therefore, customer-facing employees who work in this kind franchise organizations can produce brand psychological ownership toward the corporate brand. Customer-facing employees with brand psychological ownership feel ownership and possessive experience toward the corporate brand, thus displaying brand citizenship behavior which contributes to the brand equity. As for those organizations which do not emphasize on branding strategies, brand psychological ownership is embedded in organizational psychological ownership. That is, employees who work in this kind organization may display organizational psychological ownership, yet no distinct brand psychological ownership can be observed.

2.11 The Definition of Brand Citizenship Behavior

Organizational citizenship behavior (OCB) is defined by Organ (1988) as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable

requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization." Wang, Law, Hackett, Wang, and Chen (2005) regarded organizational citizenship behavior as behavior, which is largely discretionary and seldom included in formal job assignment, and contribute to task performance via fostering a social and psychological environment. As argued by Sun et al. (2007), service-oriented dimensions of OCB are required by service companies to deal with external stakeholders (e.g., customers). Service-oriented OCB is defined by Bettencourt, Gwinner, and Meuter (2001) as discretionary behavior that makes first-line employees serve customers beyond formal requirements. Brand citizenship behavior is first defined by Burmann et al. (2005) as brand-oriented behaviors that include not only intra-organizational behaviors (OCB) but also externally targeted behaviors. Based on perspectives of scholars (Bettencourt et al., 2001; Wang et al., 2005; Burmann et al., 2005), this study defines brand citizenship behavior as discretionary behavior, which is seldom included in formal brand descriptions, not only promote the effective functioning of brand-related affairs but also enhance service quality of customer-facing employees.

2.12 The Concepts and Dimensions of Brand Citizenship Behavior

As argued by Organ (1988), three dimensions of organizational citizenship behavior include courtesy, sportsmanship, and civic virtue. Courtesy represents

constructive gestures that make employees prevent problems for coworkers. Sportsmanship represents good spirit that makes employees tolerate occasional hardships and deprivations because of organizational endeavors. Civic virtue represents righteous behavior of employees that involves in political life of an organization. Seven dimensions of organizational citizenship behavior proposed by Podsakoff et al. (2000) include helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self development. Helping behavior represents employees help colleagues or prevent occurrence of work-related problems voluntarily. Sportsmanship is regarded as willingness of employees to tolerate the inevitable inconveniences, maintain a positive attitude, sacrifice their personal interest, and accept others' ideas. Organizational loyalty is regarded as the goodwill of employees to promote the organization to outsiders, defend the organization against external threats, and remain committed to the organization even under adverse conditions. Organizational compliance appears to capture employees' internalization that makes them follow rules, regulations, and procedures of an organization even when no one monitors them. Individual initiative is regarded as the extra-role sense that makes employees improve organizational performance, persist with extra enthusiasm, volunteer to take on extra responsibilities, and encourage colleagues in the organization. Self-development

refs to voluntary behavior that makes employees willing to improve their knowledge, skills, and abilities.

Based on Podsakoff et al. (2000), seven dimensions of brand citizenship behavior proposed by Burmann et al. (2005) include helping behavior, brand consideration, brand enthusiasm, brand sportsmanship, brand endorsement, brand self-development, and brand advancement. Helping behavior represents that employees have positive attitudes, friendliness, helpfulness, and empathy toward internal and external customers, thus taking responsibility for organizational tasks. Brand consideration is regarded as brand-centered guidelines that employees follow insistently. Brand enthusiasm refers to extra initiatives showed by employees while participating in brand-related activities. Brand sportsmanship is regarded as a mental state of employees who never complain about inconvenience caused by brand-centered activities. Brand endorsement represents that employees are willing to defend and endorse the brand value and pass on the brand identity to newcomers. Brand self-development is regarded as the willingness of employees to improve their brand-centered knowledge, skills, and abilities voluntarily. Brand advancement indicates customer feedbacks or innovative ideas are adopted by employees to provide suggestion contributing to changing new market needs or new organizational competencies.

Building on Podsakoff et al. (2000) and Burmann et al. (2005), seven dimensions of brand citizenship behavior proposed by this study include helping behavior of corporate brand, consideration of corporate brand, enthusiasm of corporate brand, sportsmanship of corporate brand, endorsement of corporate brand, self-development of corporate brand, and enhancement of corporate brand. The dimensions of organizational citizenship behavior and brand citizenship behavior are represented in Table 2-8. This study defines each dimension of brand citizenship behavior in the next section.

Table 2-8 Dimensions of Organizational Citizenship Behaviors and Brand Citizenship Behavior

Constructs	Dimensions	Sources
Organizational citizenship behavior	Three dimensions include courtesy, sportsmanship, and civic virtue.	Organ (1988)
Organizational citizenship behavior	Seven dimensions include helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self development.	Podsakoff et al. (2000)
Brand citizenship behavior	Seven dimensions include helping behavior, brand consideration, brand enthusiasm, brand sportsmanship, brand endorsement, brand self-development, and brand advancement.	Burmann et al. (2005)
Brand citizenship behavior	Seven dimensions based on Burmann et al. (2005) are related to the corporate brand.	This research

Source: this research

2.13 The Definitions of Dimensions of Brand Citizenship Behavior

The definition of each dimension is discussed as follows.

2.13.1 Helping Behavior of Corporate Brand

Helping behavior of corporate brand is defined by this study as the situation that employees have positive attitudes, friendliness, helpfulness, and empathy toward internal and external stakeholders in order to enhance values of corporate brand. For example, employees with helping behavior of corporate brand not only help newcomers to enhance service quality, but also solve customers' problems voluntarily.

2.13.2 Consideration of Corporate Brand

This study defines consideration of corporate brand as brand-oriented guidelines insistently followed by employees before communication or taking action in any situation. For example, employees with consideration of corporate brand follow brand guidelines while servicing customers and dealing with complaints of customers, even in situations that no one monitors.

2.12.3 Enthusiasm of Corporate Brand

Enthusiasm of corporate brand is defined as extra initiatives that make employees produce positive attitudes and behaviors contributing to values of corporate brand. For example, employees with enthusiasm of corporate brand voluntarily participate in brand-related activities to foster brand value.

2.13.4 Sportsmanship of Corporate Brand

This study defines sportsmanship of corporate brand as good spirit that makes

employees tolerate inconvenience if engagement for corporate brand causes inconvenience. For example, employees with sportsmanship of corporate brand never complain about inconvenience caused by brand-related activities.

2.13.5 Endorsement of Corporate Brand

This study defines endorsement of corporate brand as employees' willingness to defend and endorse the brand value and pass on corporate brand identity to newcomers. For example, employees with endorsement of corporate brand voluntarily promote brand values to newcomers or customers.

2.12.6 Self-development of Corporate Brand

This study defines brand self-development of corporate brand as the willingness that employees voluntarily improve brand-oriented knowledge, skills, and abilities to foster values of corporate brand. For example, employees with self-development of corporate join brand-related trainings to learn knowledge and skills of corporate brand.

2.13.7 Enhancement of Corporate Brand

This study defines enhancement of corporate brand as employees who provide suggestions of customer feedbacks or innovative ideas to enhance values of corporate brand and contribute to organizational competencies. For example, employees with brand enhancement will voluntarily report needs of customers to the organization.

2.14 Brand Citizenship Behavior in Diversified Branding Strategies

Brand citizenship behavior is brand-oriented behavior of employees in the firm, which is related to, yet not equivalent to, organizational citizenship behavior. While organizational citizenship behavior contributes to internal stakeholders, brand citizenship behavior contributes to both internal and external stakeholders (Burmann et al. 2005). In addition, the firm may not focus on brand building, therefore, employees may have organizational citizenship behavior, yet brand citizenship behavior does not exist. As represented in Figure 2-1, there may exist an overlap area between organizational citizenship behavior and brand citizenship behavior, and the overlap area varies with different branding strategies. Diversified brand strategies can be adopted by a firm, such as focus on corporate brand, or single product brand, or multiple brand brands. For example, if a firm adopts a multiple product brand strategy, the employees may be more devoted to a specific brand than to the organization as a whole. Therefore, the employee may exhibit brand citizenship behavior, yet not a high degree of organizational citizenship behavior; hence the overlap area would be smaller. However, if a firm adopts a corporate branding strategy, employees' organizational citizenship behavior would be coincides with brand citizenship behavior.
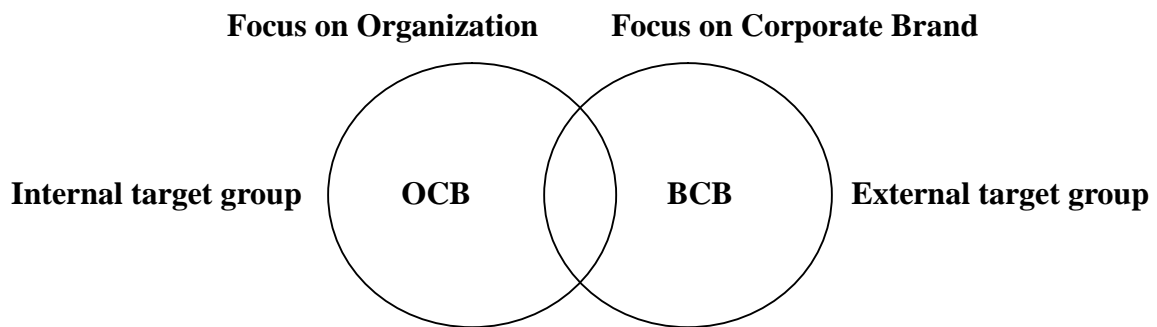
Figure 2-1: The Relationship between Two Constructs: Brand citizenship Behavior and Organizational Citizenship Behavior

As for franchise organizations in service industry, such as Wang Steak, 7-Eleven, and McDonald, firms usually adopt corporate branding strategy, because corporate brand is more significant than product brands and consumer's brand association are mainly associated with it; hence brand equity can be built upon corporate brand of the firm. The overlap area is usually big as the whole organization is concentrated on promoting the corporate brand. As for those organizations which do not emphasize on branding strategies, brand citizenship behavior is embedded in organizational citizenship behavior. That is, employees who work in this kind organization may display organizational citizenship behavior, yet no distinct brand citizenship behavior can be observed.

2.15 Summary

In this section, dimensions of corporate branding, brand psychological ownership, and brand citizenship behavior are deduced from previous literature. First, five dimensions of corporate branding include vision, culture, and image of corporate branding, leadership of corporate branding, departmental coordination, HR practices of corporate branding and communication of corporate branding. Second, five dimensions of brand psychological ownership include self-efficacy of corporate brand, image extension of corporate brand, belongingness of corporate brand, accountability of corporate brand, and identification of corporate brand. Third, seven dimensions of brand citizenship behavior include helping behaviors of corporate brand, consideration of corporate brand, enthusiasm of corporate brand, sportsmanship of corporate brand, endorsement of corporate brand, self-development of corporate brand, and enhancement of corporate brand. Furthermore, this research represents that brand psychological ownership and brand citizenship behavior are different in diversified branding strategies. This research can only capture abstract conceptions of corporate branding, brand psychological ownership, and brand citizenship behavior according to literature review. Therefore, it is necessary for this research to get practical insights via several steps of scale development, such as in-depth interview. In chapter 3, this study will conduct the scale development of three constructs.

Chapter 3 Scale Development

Based on previous research, this study utilizes the scale development guidelines of Hinkin (1998) of constructing three measurement scales for corporate branding, brand psychological ownership, and brand citizenship behavior. To develop these scales, this research draws the phenomenon of these three constructs from franchise organizations in a multilevel mode. Multilevel measurements which include organization-level variables (supervisors' perception) and individual-level variables (front-line employees' perception and behavior) are generated through processes discussed as follows. The research deduces from previous literature, induces the opinion of related experts from in-depth interviews, examines the content validity, collects data from a sample of franchises in Taiwan, analyzes the data, and completes the subsequent of scale development. The detailed steps include items development, items elimination and content validity, factor analysis, confirmatory factor analysis, and further validity examination. These steps are described as follows.

3.1 Organization-level Variable: Corporate Branding

3.1.1 Step 1 Items Development

This study captures conceptions of corporate branding through in-depth interview with practitioners of franchises. There were ten managers who worked in the franchise organization interviewed, including six males and four females. The age

was distributed from 35 to 50, average age was 42, and average tenure was 10 years.

In the process of in-depth interviews, this study first introduced the construct definition of corporate branding to these managers, and then asked them questions about the phenomenon and activities of corporate branding in their company. Questions of in-depth interview conducted by this study include, "Could you tell me how the senior manager transmits the vision and culture of corporate branding toward organizational members?" "The image of the corporate brand is influenced by internal and external stakeholders, such as frontline employees and customers. Could you tell me how you interact with multiple stakeholders in order to improve the image of the corporate brand?" "Could you tell me what the role leader is in the process of corporate branding?" "Could tell me how different departments of the company coordinate in order to enhance the brand value?" "Could you tell me what practices of brand-related reward are?" "Could you tell me what practices of brand-related training are adopted in your organization?" "Could you tell me what practices of brand-related selection and evaluation are?" "Could you tell me how the company communicates information of the corporate brand with internal and external stakeholders?" Key concepts of corporate branding obtained from in-depth interview are presented in Table 3-1.

Table 3-1 Key Concepts of Corporate Branding Obtained from In-depth Interviews

Questions/concepts	Respondents' answers
Could you tell me how the senior manager transmits the vision, culture, and image of corporate branding toward organizational members? (Vision, culture, and image of corporate branding)	1. The senior manager transmits the vision and culture of corporate branding toward organizational members via formal meeting or week publications. 2. The vision of the corporate brand is proposed by the senior manager to become the top one franchisee in Taiwan. 3. The culture of the corporate brand includes sincerity, mutual sharing, and innovation. 4. Our company will create a climate to realize values of the corporate brand. 5. The senior manager transmits the vision and culture of corporate branding toward organizational members in order to improve the brand image.
The image of the corporate brand is influenced by internal and external stakeholders, such as frontline employees and customers. Could you tell me how your company interacts with multiple stakeholders in order to improve the image of the corporate brand? (Interactions with multiple stakeholders)	1. The senior manager and middle manager accept suggestions provided by the frontline employees. 2. Customers can response their feelings to the company through the phone. 3. Suppliers can response their feelings to the company through interactions with frontline employees. 4. Our company improves the quality of service and product according to suggestions of employees and customers. 5. Our company conducts innovations of service and product according to suggestions of employees and customers.

Table 3-1 Key Concepts of Corporate Branding Obtained from In-depth Interviews (Continued)

Questions/concepts	Respondents' answers
Could you tell me what the role leader is in the process of corporate branding? (Leadership of corporate branding)	1. Our senior managers make brand strategies according to brand value proposed by our company. 2. Our senior managers make clear brand goals which become the brand guidelines followed by organizational members. 3. Our senior managers accept the responses of customers in order to improve the quality of product and service. 4. Our senior managers accept the suggestions of organizational members in order to enhance the brand value. 5. Our senior mangers discuss with organizational members through the regular meeting. 6. Our senior transmits mission, goal, and value of the brand toward organizational members through regular meetings.
Could tell me how different departments of the company may coordinate in order to enhance the brand value? (Departmental coordination)	1. In our company, different departments may work together for designing brand-related activities, such as public service activities contributing the brand image. 2. In our company, different departments often discuss how to make employees express positive behaviors, thus improving the image of the brand. 3. In our company, different departments often exchange information in order to understand customers' perceptions and improve the service quality. 4. Different departments in our company work together to realize the commitment toward customers. 5. Different departments in our company work together to realize the commitment toward organizational members.

Table 3-1 Key Concepts of Corporate Branding Obtained from In-depth Interviews (Continued)

Questions/concepts	Respondents' answers
Could you tell me what practices of brand-related reward are? (Brand-related reward)	1. When employees display positive brand behaviors, managers may give them verbal encouragement. 2. Our company may give employees 20% bonus according to the profit of last month. 3. Our company rewards the employees who participate in brand activities when performance of the store is enhanced. 4. Our company rewards the employees who provide information or creativity to enhance brand performance.
Could you tell me what practices of brand-related training are? (Brand-related training)	1. In the orientation, our company makes newcomers understand brand-related value and spirit through training. 2. Our company transmits brand values toward organizational members through training. 3. Our company enhances employees' brand-related knowledge and skills through training.
Could you tell me what practices of brand-related selection and evaluation are? (Brand-related evaluation)	1. Our company recruits employees whose personal values are consistent with brand values. 2. Our company recruits employees whose personal traits are consistent with brand personality. 3. The corporate brand image helps us to recruit proper employees. 4. Our company monthly assesses employees' contribution toward the performance of the brand. 5. Our company assesses employees' brand behaviors with a brand-related standard, such as ranking.

Table 3-1 Key Concepts of Corporate Branding Obtained from In-depth Interviews (Continued)

Questions/concepts	Respondents' answers
	6. Our company assesses employees' contribution toward the performance of the brand every year.
Could you tell me how the company communicates information of the corporate brand with internal and external stakeholders? (Brand communication)	1. Our company often communicates brand value with multiple stakeholders while developing new products or services. 2. Our company often transmits brand values toward organizational members through formal and informal channels, such as formal meetings or personal interactions. 3. Our company often transmits brand values toward external stakeholders through formal and informal channels, such as advertisements or interactions with frontline employees. 4. Our company often communicates brand values with multiple stakeholders via various kinds of channels, such as advertisements, meetings, public relations, and networks. 5. Our company regularly assesses effects of communications.

Source: this research

Each in-depth interview took from forty minutes to two hours depending on organizational complexity. In the process of in-depth interview, each manager could freely express their opinions which were recorded simultaneously and converted to transcripts. This study checked the content of the transcript, and tried to find ideas which could be utilized in items of questionnaires. Then, this study discussed these new ideas with two supervisors to make sure that the ideas were conformed to the

definition of corporate branding. After deleting the ideas that were not matched the definition of corporate branding, this study translated the ideas into items of the questionnaire.

3.1.2 Step 2 Items Elimination and Content Validity

Several stages were performed to understand details of content analysis. First, two thesis supervisors and this author view and discussed all the generated items one by one to make sure that these items matched the definition and corporate branding and clearly enough to understand.

Second, three Ph.D. candidates of department of Business Administration at the university in northern Taiwan were asked to categorize the items according the definitions. The results could (a) match (b) not match (c) not categorize. By the process, the researchers could make sure if the items could distinguish the constructs clearly. The items would be deleted if 2 of the 3 Ph.D. candidates can not match or can not be categorized according to the definition of the dimension. That is, 11, 12, and 13 are deleted. As reported in Table 3-2, this study represents the expertise validity of corporate branding. The inter-rater reliability is 0.94.

Table 3-2 Expertise Validity of Corporate Branding

		Expertise 1	Expertise 2	Expertise 3
Dimension 1	**Vision, Culture, and Climate**			
1.	Our company transmits the vision of the corporate brand toward organizational members through various kinds of channels.		▲	
2.	Our company transmits belief, value, and norm of the corporate brand toward organizational members through various kinds of channels.		▲	
3.	Our company creates a climate in order to realize the values of corporate brand.			
Dimension 2	**Interaction with stakeholders**			
4.	Our company would accept the suggestion of organizational members in order to enhance service quality and brand image.			▲
5.	Our company would accept the suggestion provided by customers in order to enhance service quality and brand image.			▲
6.	Our company would accept the suggestion provided by other stakeholders (e.g., supplier and government) in order to enhance service quality and brand image.			▲
7.	Our company would provide good product and service quality in order to realize brand commitment.	▲		
Dimension 3	**Brand leadership**			
8.	Our senior managers make brand strategies which are based on values of the corporate brand proposed by our company.			
9.	Our senior managers make clear brand goals which let employees follow.			
10.	In order to enhance brand values, our senior managers adjust contents of product and service according to the responses of customers.			▲
11.	Our senior managers encourage organizational members to provide suggestions for development and improvement of the corporate brand.	▲	▲	
12.	Our senior managers let employees participate in activities of setting up the corporate brand.	▲	▲	
13.	Our senior managers transmit values proposed by the corporate brand toward organizational members clearly.	▲	▲	▲

Table 3-2 Expertise Validity of Corporate Branding (Continued)

		Expertise 1	Expertise 2	Expertise 3
Dimension 4	Departmental coordination			
14.	Different departments of our company work together for designing activities of improving brand image.			
15.	Different departments of our company often discuss how to make employees express brand behaviors.			
16.	Different departments of our company often exchange information in order to make each department more understand customers' perception of the corporate brand.			
17.	Different departments of our company work together for implementing values and commitment of the corporate brand.			
Dimension 5	Brand rewards			
18.	When employees display behaviors fostering brand value, our company gives employees informal rewards, such as encouragement.			
19.	When employees display behaviors fostering brand value, our company gives employees formal rewards, such as compensation.			
20.	When the market share of the brand enhances, our company rewards employees who participate in brand-related activities.			
21.	Our company compensates employees for providing brand-related creativity and information.			
Dimension 6	Brand training			
22.	Our company makes newcomers understand brand-related value and spirit through training.			
23.	Our company makes personal value and behaviors of employees consistent with brand value through training courses.			
24.	Our company focuses on cultivating brand-related talents.	▲		

Table 3-2 Expertise Validity of Corporate Branding (Continued)

		Expertise 1	Expertise 2	Expertise 3
25.	In the job training, our company transmits the skills of service to employees, and makes employees produce positive brand behaviors.			
Dimension 7	Brand selection			
26.	Our company considers personal value of applicants to recruit employees with person-brand fit.			
27.	Our company considers personal traits of applicants to recruit employees with person-brand fit.			
28.	The brand image may help our company recruit appropriate employees while recruiting newcomers.	▲		
Dimension 8	Brand evaluation			
29.	Our company considers employees' brand-related behaviors in the process of evaluation.			
30.	Our company makes employees compare their behaviors with a brand-related standard via self-evaluation or colleague-evaluation.			
31.	Our company regularly assesses employees' contribution toward the brand value.			
Dimension 9	Brand communication			
32.	Our company often communicates brand-related spirit, content, and value while developing new products or services.			
33.	Our company often transmits values of the brand toward organizational members through various kinds of informal channels, such as interactions between colleagues.			
34.	Our company often transmits values of the brand toward organizational members through various kinds of formal channels, such as regular meetings.	▲		
35.	Our company often transmits values of the brand toward stakeholders through interactions between organizational members and stakeholders (e.g., customers, suppliers, and the government).	▲		

Table 3-2 Expertise Validity of Corporate Branding (Continued)

		Expertise 1	Expertise 2	Expertise 3
36.	Our company often transmits values of the brand toward stakeholders through various kinds of communicative channels, such as advertisements, meetings, public relations, and networks.		▲	
37.	Our company regularly assesses effects of communications.			

▲：Items could not match or could not be categorized according to the definition of the dimension.

3.1.3 Step 3 Data Collection

3.1.3.1 Sampling

The reason that this research collects organization-level data from perceptions of store managers is discussed as follows. In the process of corporate branding, store managers are regarded as key informants because they can clearly understand that practices of corporate branding are implemented completely. Organization-level data collection was made to capture perceptions of store managers from the franchise organization for the use of scale development of corporate branding. Participants in the organizational level are store managers from 35 franchise organizations in Taiwan recruited through Taiwan Chain Store and Franchise Association. This research first visited the senior manager or store manager in person, and phone calls were then made to confirm the willingness to participate in the survey.

3.1.3.2 Data Collection Procedure

This study conducted organization-level data collection in a four-month period (October, 2009 ~ January, 2010). In the first part (October, 2009 ~ November, 2009), data collection was collected to conduct exploratory factor analyses. 150 questionnaires were returned among 160 questionnaires distributed and 135 were valid, which represented a response rate of 80 percent. Regard the respondent characteristics: 46.7 percent are male and 53.3 percent are female; 53.3 percent are in the age of 26-35; 66.4 percent have bachelor degree.

In the second part (December, 2009 ~ January, 2010), data collection was collected to conduct confirmatory factor analyses. In the second-wave data, 155 questionnaires were returned among 170 questionnaires distributed, and 140 were valid, which represented a response rate of 82 percent. Regard the respondent characteristics: 36.4 percent are male and 63.6 percent are female; 50.7 percent are in the age of 26-35; 63.6 percent have bachelor degree. The multilevel data collection procedure is represented in Appendix Table 7.

3.1.4 Step 4 Exploratory Factor Analyses

By conducting a principle component analysis with orthogonal (VARIMAX) rotation using first-wave data, this study examined the dimensionality of corporate branding. Several cross-loading items including V3, V4, V5, V11, V12, V13, V17,

V18, V19, V21, V24, V25, V27, V28, V29, V32, and V37 were deleted (Conway and Huffcutt, 2003). This study further examined the dimensionality of corporate branding with remaining 20 items. The selection criteria was that factor loadings of these items appeared higher than 0.5. KMO value was 0.917 and Barlett Sphericity Test results was significant (p-value<0.001).

As reported in Table 3-3, this study obtained five factors, which included communication and evaluation of corporate branding (CECB), departmental coordination of corporate branding (DCCB), leadership and interaction with stakeholders of corporate branding (LISCB), training and selection of corporate branding (TSCB), and vision and culture of corporate branding (VCCB), explained 74.77 percent of the total variance. In this research, reliability was examined on all the remaining items from the 5 dimensions assessment. As a test of reliability, Cronbach's α was adopted to represent internal consistency. The results show that all values were 0.919, 0.9, 0.83, 0.82 and 0.92, indicating the items are reliably measuring the defined constructs and variables.

Table 3-3 EFA of Corporate Branding (Varimax Rotation)

| Items | Factor loading | | | | |
	Communication and evaluation of corporate branding	Departmental coordination of corporate branding	Leadership and interaction with stakeholders of corporate branding	Training and selection of corporate branding	Vision and culture of corporate branding
V30	0.800	0.214	0.102	0.327	0.072
V31	0.721	0.039	0.262	0.006	0.382
V33	0.713	0.414	0.114	0.306	0.182

Table 3-3 EFA of Corporate Branding (Varimax Rotation) (Continued)

Items	Factor loading				
	Communication and evaluation of corporate branding	Departmental coordination of corporate branding	Leadership and interaction with stakeholders of corporate branding	Training and selection of corporate branding	Vision and culture of corporate branding
V34	0.660	0.256	0.299	0.300	0.139
V36	0.637	0.375	0.351	0.064	0.260
V35	0.635	0.487	0.304	0.135	0.242
V15	0.276	0.819	0.139	0.181	0.230
V14	0.200	0.768	0.190	0.306	0.191
V16	0.303	0.747	0.268	0.245	0.120
V10	0.035	0.328	0.718	0.074	-0.147
V7	0.151	0.042	0.696	0.213	0.320
V6	0.275	0.346	0.641	0.374	0.165
V9	0.290	0.071	0.640	0.074	-0.147
V8	0.327	0.082	0.624	0.213	0.320
V22	0.223	0.117	0.373	0.751	0.095
V23	0.256	0.327	0.182	0.664	0.343
V20	0.409	0.405	0.068	0.511	0.156
V26	0.214	0.297	0.190	0.500	0.347
V2	0.207	0.315	0.285	0.161	0.787
V1	0.297	0.300	0.229	0.214	0.775
Variance %	19.41	16.50	15.40	11.65	11.83
Cumulative variance %	19.41	35.90	35.90	62.94	74.77
Cronbach's alpha	0.919	0.9	0.83	0.82	0.92

Source: this research

3.1.5 Step 5 Definitions and Measures of Dimensions

In this section, this study defines five dimensions of corporate branding obtained by exploratory factor analyses. All items of corporate branding are measured on a 5-point Liker scale, ranging from 1= "extremely disagree" to 5= "extremely agree".

3.1.5.1 Communication and Evaluation of Corporate Branding (CECB)

This study defines the first dimension, communication and evaluation of corporate branding, as communicated practices which are implemented by an organization to transmit brand values to internal stakeholders (e.g., employee) and external stakeholders (e.g., customers) through formal channels (e.g., meeting) or informal channels (e.g., interactions between employees), and evaluated practices which are utilized by an organization to assess employees' brand-oriented behaviors and contributions. As reported in Table 3-4, items of communication and evaluation of corporate branding include V30, V31, V33, V34, V35, and V36.

Table 3-4 Items of Communication and Evaluation of Corporate Branding

Dimension	Items
	V30: Our company makes employees compare their behaviors with a brand-related standard via self-evaluation or colleague-evaluation.
	V31: Our company regularly assesses employees' contribution toward the brand value.
Communication and evaluation of corporate branding (CECB)	V33: Our company often transmits values of the brand toward organizational members through various kinds of informal channels, such as interactions between colleagues.
	V34: Our company often transmits values of the brand toward organizational members through various kinds of formal channels, such as regular meetings.
	V35: Our company often transmits values of the brand toward stakeholders through interactions between organizational members and stakeholders (e.g., customers, suppliers, and the government).
	V36: Our company often transmits values of the brand toward stakeholders through various kinds of communicative channels, such as advertisements, meetings, public relations, and networks.

Source: this research

3.1.5.2 Departmental Coordination of Corporate Branding (DCCB)

This study defines the second dimension, departmental coordination of corporate branding, as practices implemented by an organization to make different departments discuss and interchange information frequently, thus contributing employees' brand behaviors, brand image, and brand equity. As reported in Table 3-5, items of this dimension include V14, V15, and V16.

Table 3-5 Items of Departmental Coordination of Corporate Branding

Dimension	Items
Departmental coordination of corporate branding (DCCB)	V14: Different departments of our company work together for designing activities of improving brand image. V15: Different departments of our company often discuss how to make employees express brand behaviors. V16: Different departments of our company often exchange information in order to make each department more understand customers' perception of the corporate brand.

Source: this research

3.1.5.3 Leadership and Interaction with Stakeholders of Corporate Branding (LISCB)

The third dimension, leadership and interaction with stakeholders of corporate branding, is defined by this study as the implements that are adopted by senior managers. The implements not only formulate corporate strategy and clear brand objectives which can be followed by organizational members, but also adjust the contents of products and services to enhance corporate brand values according to opinions from interactions with multiple stakeholders, thus enhancing brand

performance (i.e., brand image, brand reputation, and brand equity). As showed in

Table 3-6, items of this dimension include V6, V7, V8, V9, and V10.

Table 3-6 Leadership and Interaction with Stakeholders of Corporate Branding

Dimension	Items
Leadership and interaction with stakeholders of corporate branding (LISCB)	V6: Our company would accept the suggestion provided by other stakeholders (e.g., supplier and government) in order to enhance service quality and brand image.
	V7: Our company would provide good product and service quality in order to realize brand commitment.
	V8: Our senior managers make brand strategies which are based on values of the corporate brand proposed by our company.
	V9: Our senior managers make clear brand goals which let employees follow.
	V10: In order to enhance brand value, our senior managers adjust contents of product and service according to the responses of customers

Source: this research

3.1.5.4 Training and Selection of Corporate Branding (TSCB)

This study defines the fourth dimension, training and selection of corporate

branding, as practices of training and selection. Training practices are adopted by an

organization to make newcomers understand brand-related value and spirit, and make

employees' personal value and behaviors consistent with brand value through training

courses. Practices of selection are adopted by an organization to consider personal

value of applicants in order to recruit employees with person-brand fit. As represented

in Table 3-7, items of training and selection of corporate branding include V20, V22,

V23, and V26.

Table 3-7 Items of Training and Selection of Corporate Branding

Dimension	Items
Training and selection of corporate branding (TSCB)	V20: When the market share of the brand enhances, our company rewards employees who participate in brand-related activities.
	V22: Our company makes newcomers understand brand-related value and spirit through training.
	V23: Our company makes employees' personal value and behaviors consistent with brand value through training courses.
	V26: Our company considers personal value of applicants to recruit employees with person-brand fit.

Source: this research

3.1.5.5 Vision and Culture of Corporate Branding (VCCB)

The fifth dimension, vision and culture of corporate branding, is defined by this study as an organizational tool implemented by an organization to transmit vision, belief, value, and norm of corporate branding toward internal and external stakeholders through multiple channels, thus contributing to the image and reputation of the corporate brand. As reported in Table 3-8, items of vision and culture of corporate branding include: V1 and V2.

Table 3-8 Items of Vision and Culture of Corporate Branding

| Dimension	Items
Vision and culture of corporate branding (VCCB)	V1: Our company transmits the vision of the corporate brand toward organizational members through various kinds of channels. V2: Our company transmits belief, value, and norm of the corporate brand toward organizational members through various kinds of channels.

Source: this research

3.1.6 Step 6 Confirmatory Factor Analyses

The fitness indices of corporate branding which include $\chi^2/d.f.=2.02$, GFI=0.81, RMSR=0.050, CFI=0.98, NFI= 0.96, RMSEA=0.086 show that the fitness of the model is satisfactory. Although the fitness indices are good, there is possibility to get better fitness in the other competition model. As shown in Table 3-9 and Figure 3-1, the fitness of five-dimension model is better than the fitness of one-dimension model, representing the five-dimension is appropriate for the scale of corporate branding. In view of the above, this study regards the five-dimension scale as the proper scale of corporate branding, and conducted five dimensions to verify the validity test.

Table 3-9 CFA of Corporate Branding

Model	χ^2	df	χ^2/df	CFI	NFI	RMSEA	RMSR	GFI
One-dimension Model	740.67	170	4.36	0.91	0.89	0.14	0.17	0. 69
Five-dimension Model	323.66	160	2.02	0.98	0.96	0.086	0.050	0.81
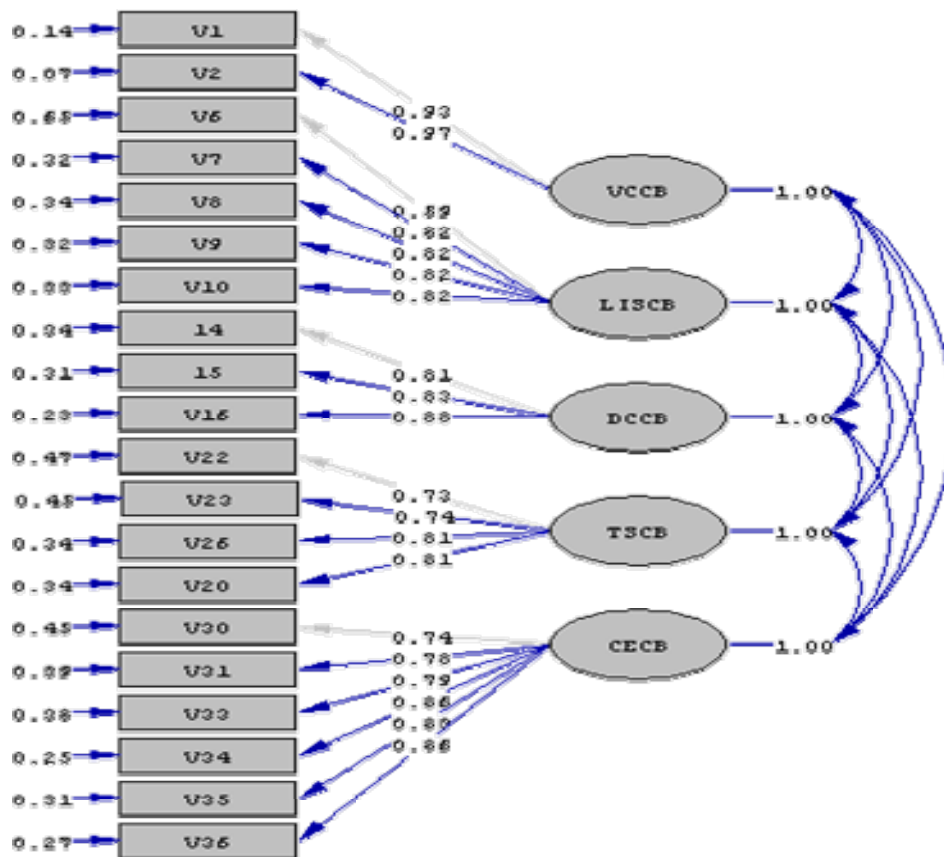
Notes: VCCB: vision and culture of corporate branding

LISCB: leadership and interaction with stakeholders of corporate branding

DCCB: departmental coordination of corporate branding

TSCB: training and selection of corporate branding

CECB: communication and evaluation of corporate branding

Figure 3-1: Measure Model of Corporate Branding

3.1.7 Secondary CFA of Corporate Branding

Notes: CB: corporate branding

VCCB: vision and culture of corporate branding

LISCB: leadership and interaction with stakeholders of corporate branding
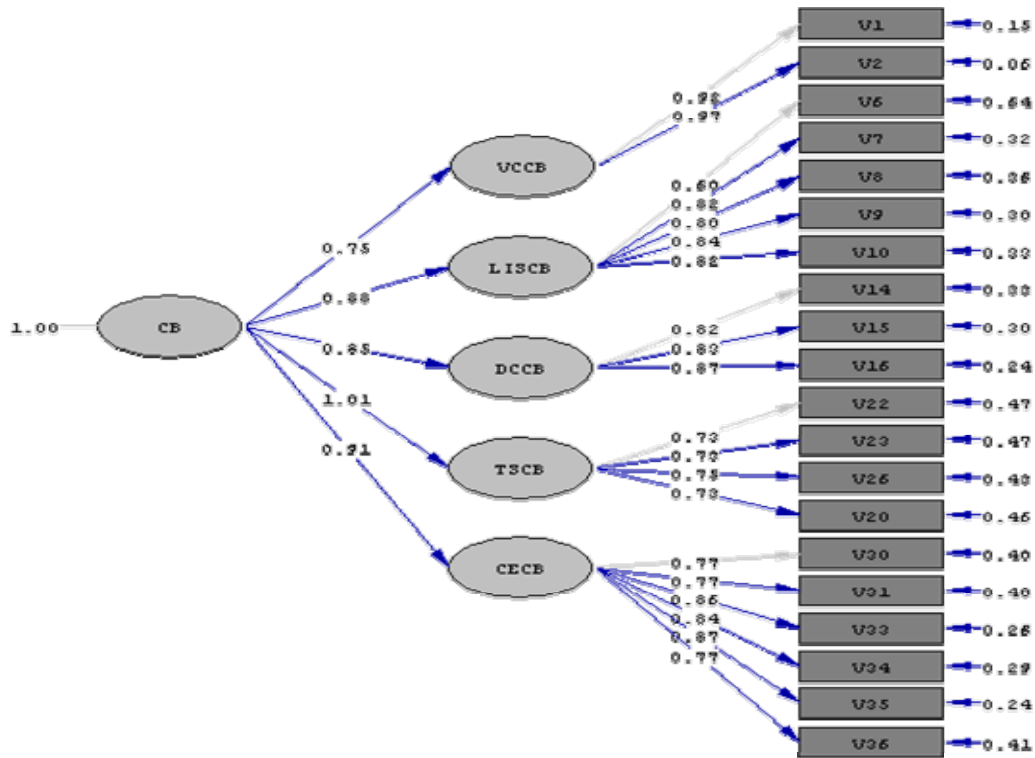
DCCB: departmental coordination of corporate branding

TSCB: training and selection of corporate branding

CECB: communication and evaluation of corporate branding

Figure 3-2: Secondary CFA of Corporate Branding

This research also conducted a secondary CFA for the scale of corporate branding. The fitness indices of secondary CFA of corporate branding which include χ^2/d.f.=1.90, GFI=0.81, RMSR=0.053, CFI=0.98, NFI= 0.96, RMSEA=0.082 show the fitness of the model is great. As showed in Figure 3-2, standardized λ of each indicator appears higher than 0.73, and T value of each indicator reach the significant level of 0.01, indicating that corporate branding can be regarded as one coherent

construct composed of five secondary level of latent constructs.

3.1.8 Step 7 Discriminant and Convergence Validity of Corporate Branding

Based on Jöreskog and Sörbom (1981), they proposed that two conceptually similar concepts are distinct if PHI±1.96 * standardized error excluded 1. As reported in Table 3-10, the results show that the discriminate validity exists among dimensions of corporate branding. According to the results in Table 3-11, standardized λ of each indicator appears higher than 0.73, and T value of each indicator reach the significant level of 0.01, indicating every construct has convergent validity.

Table 3-10 PHI, SE, and T in Measure Model of Corporate Branding

Factors	VCCB	LISCB	DCCB	TSCB	CECB
VCCB	0.86[a]				
	(0.12)[b]				
	6.98[c]				
LISCB	0.40	0.35			
	(0.08)	(0.09)			
	5.13	3.72			
DCCB	0.50	0.36	0.66		
	(0.09)	(0.07)	(0.12)		
	5.62	4.96	5.63		
TSCB	0.48	0.33	0.49	0.55	
	(0.08)	(0.07)	(0.08)	(0.11)	
	5.67	4.87	5.82	5.00	
CECB	0.46	0.37	0.46	0.48	0.53
	(0.08)	(0.07)	(0.09)	(0.08)	(0.11)
	5.49	5.06	5.62	5.76	4.83

Note: [a] PHI，[b] Standardized Error，[c] T

Table 3-11 Standardized λ and T in Measure Model of Corporate Branding

Factor	indicator	Standardized λ	Standardized T
VCCB	V1	0.93	NA
	V2	0.97	18.15
LISCB	V6	0.59	NA
	V7	0.82	7.39
	V8	0.82	7.34
	V9	0.82	7.39
	V10	0.82	7.36
DCCB	V14	0.81	NA
	V15	0.83	11.07
	V16	0.88	11.80
TSCB	V22	0.73	NA
	V23	0.73	8.54
	V26	0.81	9.38
	V20	0.81	9.43
CECB	V30	0.74	NA
	V31	0.78	9.39
	V33	0.79	9.44
	V34	0.86	10.48
	V35	0.83	10.03
	V36	0.86	10.38

3.2 Individual-level Variables: Brand Psychological Ownership and Brand Citizenship Behavior

In individual-level analyses, this study captured concepts of brand psychological ownership and brand citizenship behavior according to prior research. The guideline of Hinkin (1998) is also utilized by this study to construct two new scales to measure the degree of brand psychological ownership and brand citizenship behavior in franchise organizations. Several steps of scale development include items

development, items elimination and content validity, factor analysis, confirmatory

factor analysis, and validity examination. These steps are described as follows.

3.2.1 Step 1 Items Development

As for conceptions of brand psychological ownership and brand citizenship

behavior, this study utilized in-depth interview to capture ideas from employees of

franchises. There were ten employees who worked in the franchise interviewed,

including four males and six females. The age was distributed from 25 to 35, average

age was 32, and average tenure was 5 years.

In the process of in-depth interview, this study first introduced the construct

definition of brand psychological ownership and brand citizenship behavior to these

employees, and then asked them about questions about the phenomenon and activities

of brand psychological ownership and brand citizenship behavior in their companies.

Questions of brand psychological ownership include "In the daily work, do you feel

that the corporate brand is closely linked with you? Please express the reason

specifically," "Could you tell me whether you identify yourself with the corporate

brand or not? Please explain why specifically," "Do you feel that you can influence

the value and image of the corporate brand? Please express the reason specially," "Do

you hope that other people feel your image is consistent with the brand image? Please

give some examples," "Do you feel you are responsible for the realization of the

brand value? Please express some examples," "Do you feel that you are highly related

with brand-related activities?" "Are you concerned about the results of brand-related

activities?"

Questions of brand citizenship behavior include "How do you treat your

customers or colleagues when your behavior is related to the corporate brand?" "Do

you follow brand-related guidelines before communication or action? What are

brand-related guidelines?" "Do you express positive behavior when your behavior is

related to brand values? What is your positive behavior?" "Have you ever complained

about inconveniences caused by brand-related activities? Please explain why

specifically," "Would you like to endorse for the corporate brand, indicating you are

willing to transmit positive brand values toward new comers or friends?" "Would you

like to enhance brand-related skills unceasingly?" "In order to enhance brand values,

what is your positive behavior?"

Each in-depth interview of brand psychological ownership and brand citizenship

behavior took from forty minutes to 1.5 hours depending on the organizational

complexity. In the process of interview, each employee could freely express their

opinions which were recorded simultaneously and converted to transcripts. This study

checked the content of the transcript, and tried to find ideas which could be utilized in

items of questionnaires. Then, this study discussed these new ideas with two thesis

supervisors to make sure that the ideas are conformed to the definition of brand

psychological ownership and brand citizenship behavior. After deleting the ideas that

didn't match the definition of brand psychological ownership and brand citizenship

behavior, this study translated the ideas into items of the questionnaire. Key concepts

of brand psychological ownership and brand citizenship behavior obtained from

in-depth interview are presented in Table 3-12 and 3-13.

Table 3-12 Key Concepts of Brand Psychological Ownership Obtained from In-depth Interviews

Questions/concepts	Respondents' answers
In the daily work, do you feel that the corporate brand is closely linked with you? Please explain specifically. (Belongingness of corporate brand)	1. The corporate brand becomes the subject that I can talk with my family or friends. 2. The corporate brand is closely associated with salespeople, because customers are attracted by the brand image and salespeople's service attitude. 3. I like personality and image of the corporate brand because my service behavior is highly associated with them.
Could you tell me whether you identify yourself with the corporate brand or not? Please explain specifically. (Identification of corporate brand)	1. I choose to work in the company because I identify the vision and culture of the corporate brand. 2. I choose to work in the company because I like the personality of the corporate brand. 3. I feel the success of the corporate brand is closely associated with me.
Do you feel that you can influence the value and image of the corporate brand? Please explain specifically. (Self-efficacy of corporate brand)	1. I will response customers' feedbacks toward the company when customers complain or praise. 2. I feel I can transmit brand values toward customers, family and friends successfully. 3. I can response brand-related information or ideas toward the company.

Table 3-12 Key Concepts of Brand Psychological Ownership Obtained from In-depth Interviews (Continued)

Questions/concepts	Respondents' answers
	4. I feel that I can influence the brand value in my daily work.
Do you hope that other people feel your image is consistent with the brand image? Please give some examples. (Image extension of corporate brand)	1. I feel that I am the representative of the corporate brand when I interact with customers. 2. I hope that my family and friends feel my image is consistent with the brand image. 3. I hope that customers feel my image is consistent the brand image.
Do you feel you are responsible for the realization of the brand value? Please give some examples. (Accountability of corporate brand)	1. In my daily job, I feel I have to realize the brand value without my personal emotions. 2. I will solve the service problems according to the responses of customers. 3. I will defend for the brand image when others criticize it. 4. I feel I am encouraged when customers praise the corporate brand or my service.
Do you feel that you are highly correlated with brand-related activities? (Identification of corporate brand)	1. I identify brand-related activities and feel these activities are highly associated with me. 2. I feel the success of these activities is like my success.
Are you concerned about the results of brand-related activities? (Belongingness of corporate brand)	1. I feel I am concerned about results of brand-related activities because I can get bonus from better results. 2. I feel I am concerned about results of brand-related affairs because I can participate in decision making.

Source: this research

Table 3-13 Key Concepts of Brand Citizenship Behavior Obtained from In-depth Interviews

Questions/concepts	Respondents' answers
How do you treat your customers or colleagues when your behavior is related to the corporate brand? (Helping behaviors of corporate brand)	1. I treat customers as my family and solve their problems as my own problems. 2. I ask customers about their needs and actively help them solve their problems. 3. I voluntarily teach newcomers how to service customers. 4. I voluntarily teach newcomers brand-related skills.
Do you follow brand-related guidelines before communication or action? What are brand-related guidelines? (Consideration of corporate brand)	1. In my company, brand guidelines are like standards of operation process. 2. I voluntarily follow brand guidelines when I interact with customers. 3. I voluntarily follow brand guidelines without organizational monitor. 4. I solve customers' complaints according to brand guidelines.
Do you express positive behavior when your behavior is related to brand values? What is your positive behavior? (Enthusiasm of corporate brand)	1. I express active behaviors to satisfy customers' needs. 2. I actively participate in activities which can contribute to the success of the corporate brand. 3. I express initiative behavior to solve customers' problems and complaints. 4. In order to enhance brand value, I service customers according to their responses.
Have you ever complained about inconveniences caused by brand-related activities? Please explain why specially. (Sportsmanship of corporate brand)	1. I feel doing the job well is my duty. Therefore, I never complain about brand-related activities, such as promotion activities for new products. 2. In order to satisfy customers' needs, I think I will tolerate inconveniencies caused by brand-related activities.

Table 3-13 Key Concepts of Brand Citizenship Behavior Obtained from In-depth Interviews (Continued)

Questions/concepts	Respondents' answers
	3. In order to enhance the brand image perceived by customers, I think I will tolerate inconveniencies caused by brand-related activities.
Would you like to endorse for the corporate brand, indicating you are willing to transmit positive brand values toward new comers or friends? (Endorsement of corporate brand)	1. I feel I have responsibility for the endorsement of the corporate brand. 2. In order to endorse the corporate brand, I feel I am willing to transmit brand values to newcomers or friends. 3. I feel I have loyalty and trust toward the corporate brand; therefore, I am willing to endorse the corporate brand.
Would you like to enhance brand-related skills unceasingly? (Self-development of corporate brand)	1. In our company, there are some courses that help employees to enhance service quality. 2. I am willing to brand-related skills via training courses. 3. I am willing to enhance my professional knowledge via training courses.
In order to enhance brand values, what is your positive behavior? (Enhancement of corporate brand)	1. I voluntarily understand what customers need even when supervisors don't monitor me. 2. In order to enhance the brand value, I actively share new idea and knowledge with the company. 3. Whatever the information is, I am willing to response customers' feedbacks to the company.

Source: this research

3.2.2 Step 2 Items Elimination and Content Validity

Two stages were performed to understand details of content analysis. First, two

thesis supervisors and this author discussed all the generated items one by one to

make sure that these items are matched the definition of brand psychological

ownership and brand citizenship behavior which are clearly enough to understand.

Furthermore, items were refined according to opinions of customer-contacting

employees.

Second, 3 Ph.D. candidates of department of Business Administration at the

university in northern Taiwan were asked to categorize the items according the

definitions. The results could (a) match (b) not match (c) not categorize. By the

process, this study could make sure if the items could clearly distinguish the

constructs according to opinions of three Ph. D. candidates. If 2 of the 3 Ph.D.

candidates could not match or could not categorize according to the definition of the

dimension, the item would be deleted. As reported in Table 3-14 and 3-15, no items

were deleted according to expertise's opinions of brand psychological ownership and

brand citizenship behavior. The inter-rater reliability of brand psychological

ownership is 0.99, and the inter-rater reliability of brand citizenship behavior is 0.98.

Table 3-14 Expertise Validity of Brand Psychological Ownership

		Expertise 1	Expertise 2	Expertise 3
Dimension 1	**Brand Self-efficacy**			
V1	I feel I have influence on the corporate brand.	▲		
V2	I feel I can successfully transmit values of the brand toward my family and friends.			
V3	I feel that I can successfully transmit the brand value in the process of interacting with customers.			

Table 3-14 Expertise Validity of Brand Psychological Ownership (Continued)

		Expertise 1	Expertise 2	Expertise 3
V4	I feel that I can successfully respond customers' feedbacks to the company.			
V5	I feel that I can successfully advise the company about brand-related thoughts.			
Dimension 2	**Image Extension**			
V6	I hope that my image is consistent with the brand image.			
V7	I hope my family and friends feel that my image is consistent with the brand image.			
V8	I hope my customers feel that my service consistent with the brand image.			
Dimension 3	**Brand Accountability**			
V9	I feel that realizing values of corporate brand is my responsibility.			
V10	When others criticize the corporate brand, I may solve the problem according to sources of the problem.			
V11	I defend the brand image when others criticize it.			
V12	I feel I am praised when the corporate brand is praised.	▲		
Dimension 4	**Brand Belongingness**			
V13	I feel the corporate brand is like my brand.			
V14	I feel I am closely linked with the corporate brand.			
V15	I like the corporate brand.			
V16	I like the image and personality of the corporate brand a lot.			
Dimension 5	**Brand Identification**			
V17	I identify beliefs, values, and norms of the corporate brand.			
V18	I identify the vision of the corporate brand.			
V19	I identify activities related to the corporate brand.			
V20	I feel the success of the corporate brand is like my success.			

▲：Items could not match or could not be categorized according to the definition of the dimension.

Table 3-15 Expertise Validity of Brand Citizenship Behavior

		Expertise 1	Expertise 2	Expertise 3
Dimension 1	**Helping behaviors of brand**			
V1	I regard customers as my family and solve their problems as I do mine.			
V2	I voluntarily solve problems of customers to foster brand value.			▲
V3	I voluntarily help newcomers to foster service quality and brand value.			
Dimension 2	**Brand consideration**			
V4	I voluntarily follow brand guidelines while servicing customers.			
V5	I voluntarily follow brand standard processes without organizational monitoring.			
V6	I voluntarily follow brand guidelines while solving customers' complaints.			
Dimension 3	**Brand enthusiasm**			
V7	I express aggressive behaviors to satisfy customers and enhance brand value.		▲	
V8	I voluntarily participate in brand-related activities.			
V9	In order to foster brand value, I express initiative behaviors to solve customers' complaints.		▲	
Dimension 4	**Brand sportsmanship**			
V10	I never complain about inconveniences caused by brand-related activities.			
V11	I tolerate inconveniencies caused by brand-related activities to satisfy customers and enhance brand value.			
Dimension 5	**Brand endorsement**			
V12	I am willing to endorse the brand and voluntarily transmit brand value to newcomers or friends.			
V13	I am willing to endorse the brand and have trust and loyalty toward the brand.			

Table 3-15 Expertise Validity of Brand Citizenship Behavior (Continued)

		Expertise 1	Expertise 2	Expertise 3
Dimension 6	**Brand self-development**			
V14	I am willing to endlessly enhance brand-related skills.			
V15	I strengthen my professional knowledge to foster brand value.			
Dimension 7	**Brand enhancement**			
V16	I voluntarily understand needs of customers without organizational requirement.	▲		
V17	I voluntarily provide new information and ideas for the brand to enhance brand value.			
V18	Whatever the information is, I voluntarily respond customers' feedbacks to my company.			

▲：Items could not match or could not be categorized according to the definition of the dimension.

3.2.3 Step 3 Data Collection

3.2.3.1 Sampling

The reason that this research collects individual-level data from perceptions of first-line employees is discussed as follows. In daily job, customer-facing employees who interact with customers frequently can transmit values of corporate brand proposed by senior managers toward customers. Therefore, customer-facing employees play important roles because their positive cognitions and behaviors can improve customers' perceptions toward the corporate brand, thus enhancing the brand equity. Individual-level data collection was made to capture perceptions of customer-facing employees from the franchise organization for the use of scale

development of brand psychological ownership and brand citizenship behavior. Participants in the individual level are customer-facing employees from 35 franchise organizations in Taiwan recruited through Taiwan Chain Store and Franchise Association. This research first visited the senior manager or store manager in person, and phone calls were then made to confirm the willingness to participate in the survey.

3.2.3.2 Data Collection Procedure

This study conducted individual-level data collection in a four-month period (October, 2009~ January, 2010). In the first part (October, 2009~ November, 2009), data collection was collected to conduct exploratory factor analyses. 180 questionnaires were returned among 200 questionnaires distributed, and 178 were valid, which represented an effective response rate of 89 percent. Regard the respondent characteristics: 44.9 percent were male and 55.1 percent were female; 63.5 percent were in the age of 20-25; 56.7 percent had bachelor degree.

In the second part (December, 2009 ~ January, 2010), data collection was collected to conduct confirmatory factor analyses. In the second-wave data, 190 questionnaires were returned among 220 questionnaires distributed, and 183 were valid, which represented an effective response rate of 83 percent. Regard the respondent characteristics: 41.5 percent are male and 58.5 percent are female; 61.7

percent are in the age of 20-25; 67.2 percent have bachelor degree. The multilevel

data collection procedure is represented in Appendix Table 7.

3.2.4 Step 4 Exploratory Factor Analyses

This study first examined the dimensionality of brand psychological ownership

by conducting a principle component analysis with orthogonal (VARIMAX) rotation

via utilizing first-group data. Five cross-loading items including V2, V6, V7, V8, and

V12 were deleted (Conway and Huffcutt, 2003). This study then examined the

dimensionality of brand psychological ownership with remaining 15 items. The

selection criteria was that factor loadings of these items appeared higher than 0.5.

KMO value was 0.931 and Barlett Sphericity Test was significant (p-value<0.001).

As showed in Table 3-16, this study obtained 3 factors, which included

identification and belongingness of brand, brand self-efficacy, and brand

accountability, explained 72.139 percent of the variance. In this research, reliability

was examined on all the remaining items from the 3 dimensions assessment. As a test

of reliability, Cronbach's α was adopted to represent internal consistency. The

result shows that all values were 0.946, 0.841, and 0.79. Therefore we conclude that

the items are reliably measuring the defined constructs and variables.

Table 3-16 EFA of Brand Psychological Ownership (Varimax Rotation)

| Items | Factor loading | | |
	Identification and belongingness of brand	Brand self-efficacy	Brand accountability
V20	0.822	0.172	0.231
V14	0.781	0.201	0.274
V17	0.771	0.196	0.309
V15	0.766	0.286	0.312
V16	0.763	0.167	0.352
V13	0.729	0.218	0.135
V19	0.722	0.300	0.240
V18	0.702	0.392	0.233
V5	0.365	0.822	-0.092
V4	0.143	0.718	0.400
V3	0.240	0.689	0.289
V1	0.204	0.681	0.264
V9	0.322	0.249	0.774
V10	0.343	0.339	0.712
V11	0.398	0.134	0.645
Variance %	35.325	19.33	17.484
Cumulative variance %	35.325	54.655	72.139
Cronbach's alpha	0.946	0.841	0.79

This study also examined the dimensionality of brand citizenship behavior by conducting a principle component analysis with orthogonal (VARIMAX) rotation via utilizing first-group data. Five cross-loading items including V4, V5, V6, V7, V9, and V16 were deleted. This study then examined the dimensionality of brand psychological ownership with remaining 12 items. The selection criteria was that factor loadings of these items appeared higher than 0.5. KMO value was 0.915 and Barlett Sphericity Test was significant (p-value<0.001).

As showed in Table 3-17, this study obtained 3 factors, which included sportsmanship and endorsement of brand, helping behavior of brand, and consideration and enhancement of brand, explained 71.07 percent of the variance. Reliability was examined on all the remaining items from the 3 dimensions assessment. The result shows that all values were 0.88, 0.80, and 0.86. Therefore we conclude that the items are reliably measuring the defined constructs and variables.

Table 3-17 EFA of Brand Citizenship Behavior (Varimax Rotation)

| Items | Factor loading | | |
	Sportsmanship and endorsement of brand	Helping behavior of brand	Consideration and enhancement of brand
V10	0.813	0.195	0.193
V11	0.742	0.432	0.094
V12	0.655	0.135	0.506
V13	0.649	0.248	0.399
V17	0.605	0.416	0.147
V8	0.586	0.118	0.438
V1	0.331	0.823	0.192
V2	0.325	0.754	0.314
V3	0.168	0.680	0.485
V14	0.342	0.201	0.805
V18	0.095	0.388	0.699
V15	0.331	0.461	0.630
Variance %	27.08	21.69	22.30
Cumulative variance %	27.08	48.77	71.07
Cronbach's alpha	0.88	0.80	0.86

3.2.5 Step 5 Definitions and Measures of Dimensions

After exploratory factor analyses, items of brand psychological ownership were divided into three factors, including identification and belongingness of brand, brand self-efficacy, and brand accountability. Items of brand citizenship behavior were divided into three factors, including sportsmanship and endorsement of brand, helping behavior of brand, enhancement and self-development of brand. Definitions and measurements of theses constructs are discussed as follows.

3.2.5.1 Step 5.1 Brand Psychological Ownership

In this section, this study defines three dimensions of brand psychological ownership, including identification and belonging of brand, brand self-efficacy, and brand accountability.

3.2.5.1.1 Identification and Belongingness of Brand (IBB)

Identification and belongingness of brand is defined by this study as cognitions that organizational members feel they are closely linked to the corporate brand, and produce favorable feelings toward corporate brand, thus identifying strategic vision, belief, value, norm, and image of the corporate brand proposed by senior managers. As showed in Table 3-18, items of identification and belongingness of brand include V13, V14, V15, V16, V17, V18, V19, and V20.

Table 3-18 Items of Identification and Belongingness of Brand

Dimension	Items
Identification and belongingness of brand (IBB)	V13: I feel the corporate brand is like my brand.
	V14: I feel I am closely linked with the corporate brand.
	V15: I like the corporate brand.
	V16: I like the image and personality of the corporate brand a lot.
	V17: I identify with beliefs, values, and norms of the corporate brand.
	V18: I identify with the vision of the corporate brand.
	V19: I identify with activities related to the corporate brand.
	V20: I feel the success of the corporate brand is like my success.

3.2.5.1.2 Brand Self-efficacy (BSE)

This study defines brand self-efficacy as situation that employees believe they can successfully transmit values of corporate brand toward family, friends, or customers, but also can successfully transmit customers' feedbacks to the organization. As reported in Table 3-19, items of brand self-efficacy include V1, V3, V4, and V5.

Table 3-19 Items of Brand Self-efficacy

Dimension	Items
Brand self-efficacy (BSE)	V1: I feel I have influence on the corporate brand.
	V3: I feel that I can successfully transmit the brand value in the process of interacting with customers.
	V4: I feel that I can successfully respond customers' feedbacks to the company.
	V5: I feel that I can successfully advise the company about brand-related thoughts.

3.2.5.1.3 Brand Accountability (BA)

Brand accountability is defined by this study as responsibilities perceived by organizational members to implement values of corporate brand; therefore, they defend the corporate brand when others criticize it. As reported in Table 3-20, items of brand accountability include: V9, V10, and V11.

Table3-20 Items of Brand Accountability

Dimension	Items
Brand accountability (BA)	V9: I feel that realizing values of corporate brand is my responsibility. V10: When others criticize the corporate brand, I may solve the problem according to sources of the problem. V11: I defend the brand image when others criticize it

3.2.5.2 Step 5.2 Brand Citizenship Behavior

In this section, this study also defines three dimensions of brand citizenship behavior, including sportsmanship and endorsement of brand, helping behavior of brand, and consideration and enhancement of brand.

3.2.5.2.1 Sportsmanship and Endorsement of Brand (SEB)

Sportsmanship and endorsement of brand is defined by this study as good spirit that makes employees not only tolerate inconvenience caused by practices of corporate branding, but also recommend corporate brand to make employees defend and endorse the brand value and then pass on the brand identity to newcomers. As reported in Table 3-21, related items of sportsmanship and endorsement of brand

include V8, V10, V11, V12, V13, and V17.

Table 3-21 Items of Sportsmanship and Endorsement of Brand

Dimension	Items
Sportsmanship and endorsement of brand (SEB)	V8: I voluntarily participate in brand-related activities.
	V10: I seldom complain about inconveniences caused by brand-related activities.
	V11: I tolerate inconveniencies caused by brand-related activities to satisfy customers and enhance brand value.
	V12: I am willing to endorse the brand and voluntarily transmit brand value to newcomers or friends.
	V13: I am willing to endorse the brand and have trust and loyalty toward the brand.
	V17: I voluntarily provide new information and ideas for the brand to enhance brand value.

3.2.5.2.2 Helping Behavior of Brand (HBB)

This study further defines helping behavior of brand as employees' positive attitudes and behavior that make employees have positive attitudes, friendliness, helpfulness, and empathy toward internal and external stakeholders, thus enhancing values of corporate brand. As showed in Table 3-22, items of helping behaviors of brand include V1, V2, and V3.

Table 3-22 Items of Helping Behavior of Brand

Dimension	Items
Helping behavior of brand (HBB)	V1: I regard customers as my family and solve their problems as I do mine.
	V2: I voluntarily solve problems of customers to foster brand value.
	V3: I voluntarily help newcomers to foster service quality and brand value.

3.2.5.2.3 Consideration and Enhancement of Brand (CEB)

Consideration and enhancement of brand is defined as brand-oriented guidelines insistently followed by employees to provide suggestions of customer feedbacks or innovative ideas to foster brand equity, thus contributing to organizational competencies. As revealed in Table 3-23, items of consideration and enhancement of brand include V15, V14, and V18.

Table 3-23 Items of Consideration and Enhancement of Brand

Dimension	Items
Consideration and enhancement of brand (CEB)	V15: I voluntarily follow brand standard processes without organizational monitoring.
	V14: I am willing to endlessly enhance brand-related skills.
	V18: Whatever the information is, I voluntarily respond to customers' thoughts on my company.

3.2.6 Step 6 Confirmatory Factor Analyses

In this section, confirmatory factor analysis was conducted to test the stability between the factors and measurement variables via utilizing the second group data. As for the confirmatory factor analyses of brand psychological ownership and brand citizenship behavior, analyses of proposed model and competing model were conducted by this study. That is, fitness indices of one-dimension model were adopted by this study to compare with indices of three-dimension model. If fitness indices of three-dimension are better than fitness indices of one-dimension, three-dimension

models can be regarded as scales proposed by this study (Podsakoff, MacKenzie and

Podsakoff, 2003).

3.2.6.1 Step 6.1 Brand Psychological Ownership

The fitness indices which include χ^2/d.f.=2.46, AGFI=0.86, GFI=0.8,

RMSR=0.053, CFI=0.97, NFI= 0.95, RMSEA=0.09 show that the fitness of the

model is good. Although the fitness indices show that the model fit is good, there is

possibility to get better fitness in the other competing models. As shown in Table 3-24

and Figure 3-3, the fitness of three-dimension model is better than the fitness of

one-dimension model. This study obtained three dimensions through EFA and CFA,

representing the three-dimension model is appropriate for the scale of brand

psychological ownership. In view of the above, this study argues the three-dimension

scale as the scale of brand psychological ownership, and conducted three dimensions

to verify the validity test.
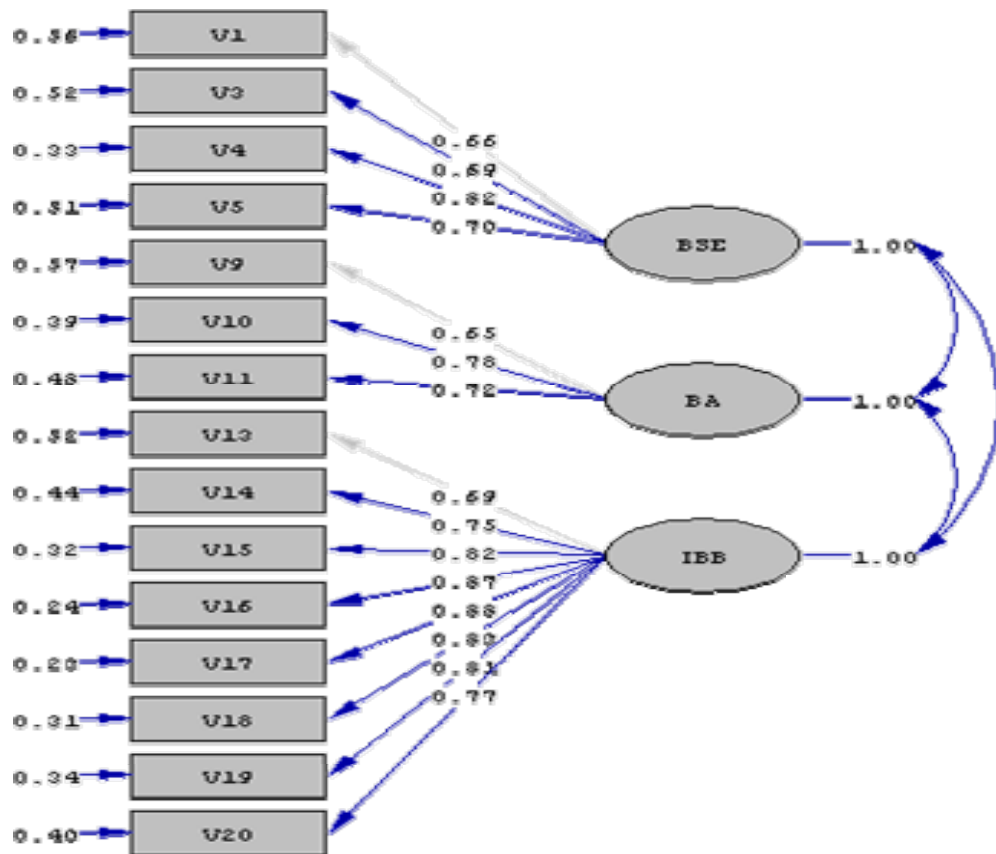
Notes: BSE: brand self-efficacy

BA: brand accountability

IBB: identification and belongingness of brand

Figure 3-3: Measurement Model of Brand Psychological Ownership

Table 3-24 CFA of Brand Psychological Ownership

Model	χ^2	df	χ^2/df	CFI	NFI	RMSEA	RMSR	GFI	AGFI
One-dimension Model	319.79	90	3.55	0.95	0.94	0.12	0.068	0.8	0.73
Three-dimension Model	214.41	87	2.46	0.97	0.95	0.09	0.053	0.86	0.8

3.2.6.2 Secondary CFA of Brand Psychological Ownership
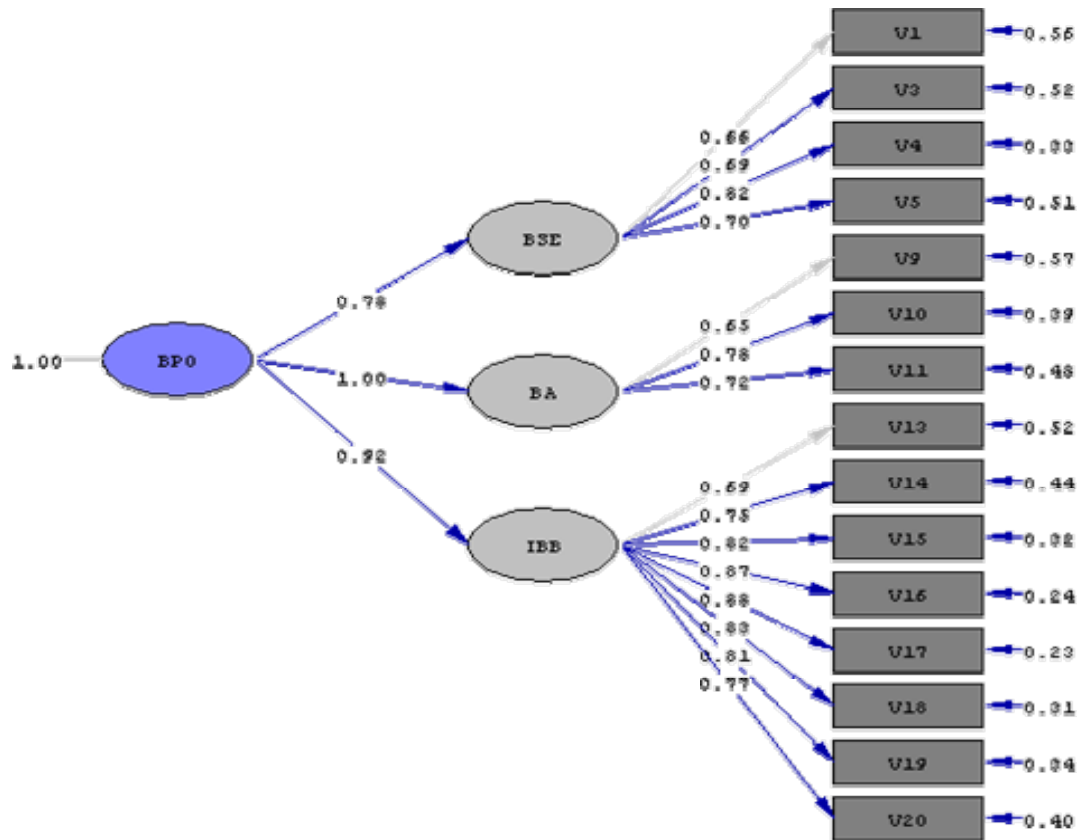
Notes: BPO: brand psychological ownership

BSE: brand self-efficacy

BA: brand accountability

IBB: identification and belongingness of brand

Figure 3-4: Secondary CFA of Brand Psychological Ownership

This research also conducted a secondary CFA for the scale of brand psychological ownership. The fitness indices of secondary CFA of brand psychological ownership which include χ^2/d.f.=2.59, GFI=0.86, RMSR=0.053, CFI=0.97, NFI= 0.95, RMSEA=0.093 show the fitness of the mode is great. As showed in Figure 3-4, most standardized λ of indicators appear higher than 0.7, and T value of each indicator reach the significant level of 0.01, indicating that brand psychological ownership can be regarded as one coherent construct composed of three

secondary level of latent constructs.

3.2.6.3 Step 6.2 Brand Citizenship Behavior

In this section, this study conducts confirmatory factor analysis of brand citizenship behavior. The fitness indices which include χ^2/d.f.=1.45, GFI=0.93, RMSR=0.035, CFI=0.99, NFI= 0.98, RMSEA=0.052 show that the fitness of the proposed model is great. As shown in Table 3-25 and Figure 3-5, the fitness of three-dimension model is better than the fitness of one-dimension model, showing that the three-dimension model is appropriate for the scale of brand citizenship behavior. The results from CFA show that three-dimension model has better model fitness, representing the three-dimension scale can be regarded as the scale of brand citizenship behavior. The validity test of three dimensions was further conducted by this study.
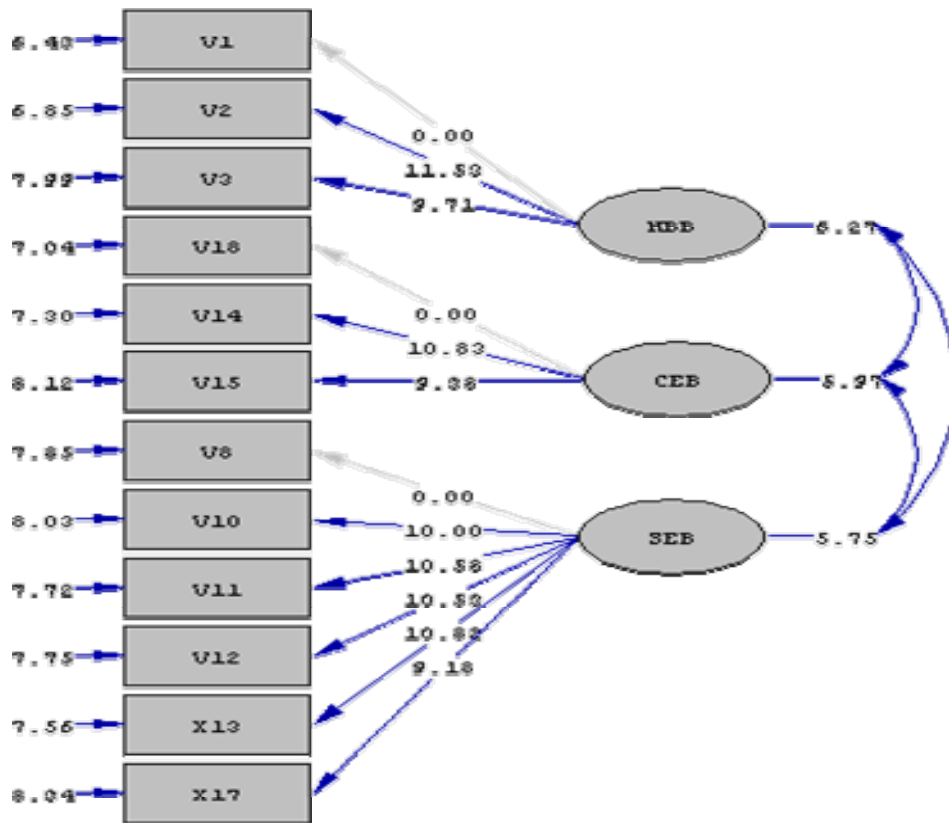
Notes: HBB: helping behavior of brand

CEB: consideration and enhancement of bran

SEB: sportsmanship and endorsement of brand

Figure 3-5: Measurement Model of Brand Citizenship Behavior

Table 3-25 Fitness indices of Brand Citizenship Behavior

Model	χ^2	df	χ^2/df	CFI	NFI	RMSEA	RMSR	GFI
One-dimension Model	268.29	65	4.13	0.95	0.94	0.14	0.062	0.8
Three-dimension Model	74.04	51	1.45	0.99	0.98	0.052	0.035	0.93

3.2.6.4 Secondary CFA of Brand Citizenship Behavior
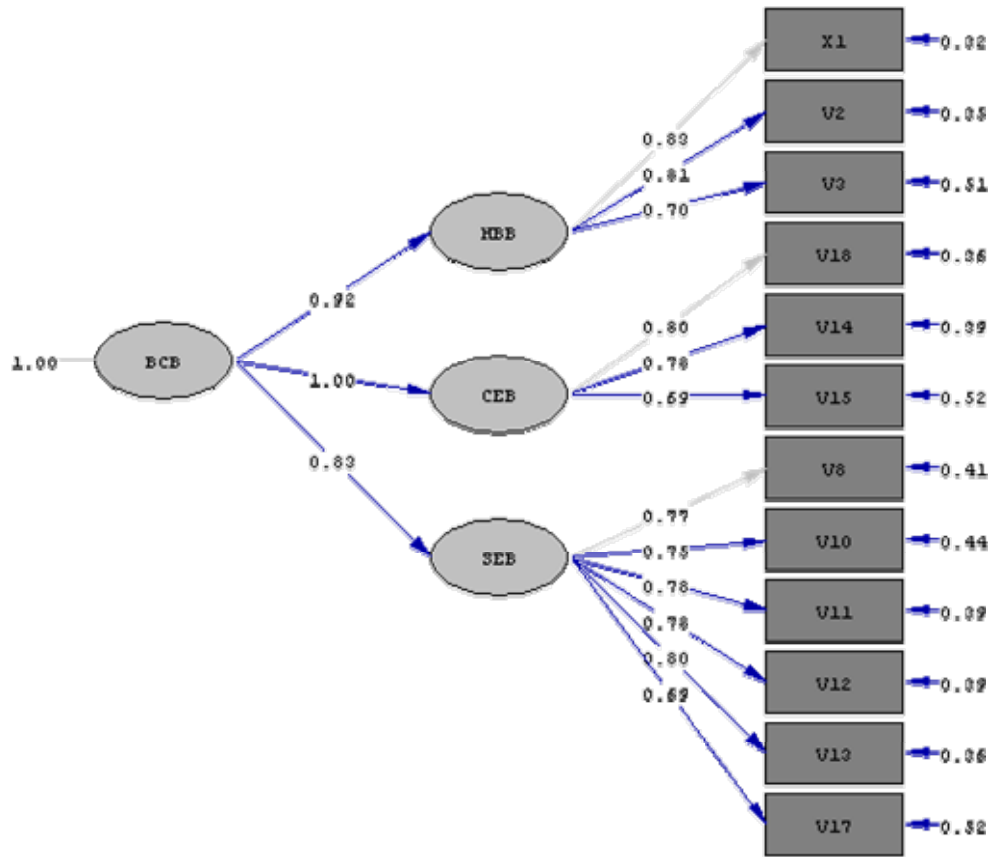
Notes: BCB: brand citizenship behavior

      HBB: helping behavior of brand

      CEB: consideration and enhancement of brand

      SEB: sportsmanship and endorsement of brand

Figure 3-6: Secondary CFA of Brand Citizenship Behavior

This research also conducted a secondary CFA for the scale of brand citizenship

behavior. The fitness indices of secondary CFA of brand citizenship behavior which

include χ^2/d.f.=1.45, GFI=0.93, RMSR=0.035, CFI=0.99, NFI= 0.98, RMSEA=0.052

show the fitness of the mode is great. As showed in Figure 3-6, most standardized λ of

indicators appear higher than 0.69, and T value of each indicator reach the significant

level of 0.01, indicating that brand citizenship behavior can be regarded as one

coherent construct composed of three secondary level of latent constructs.

3.2.7 Step 7 Discriminant and Convergence Validity

As for discriminate and convergent validity of brand psychological ownership and brand citizenship behavior, this study further utilized the matrix phi to understand the extent to which a construct is truly distinct from other constructs. Standardized λ and T value were utilized by this study to understand the degree to which measures of the same concept are correlated.

3.2.7.1 Step 7.1 Brand Psychological Ownership

Based on Jöreskog et al. (1981), this study conducted discriminate validity and convergent validity. As reported in Table 3-26, the results showed that the discriminate validity exists among dimensions because PHI$\pm$1.96 * standardized error excluded 1. As showed in Table 3-27, most indicators whose standardized λ appear higher than 0.7 and T values of each indicator reach the significant level of 0.01, indicating each dimension has convergent validity.

Table 3-26 PHI, SE, and T in Measurement Model of Brand Psychological Ownership

Factors	Brand self-efficacy	Brand accountability	Identification and belongingness of brand
Brand self-efficacy	0.44[a] (0.10)[b] 4.55[c]		
Brand accountability	0.34 (0.06) 5.28	0.43 (0.09) 4.54	

Table 3-26 PHI, SE, and T in Measurement Model of Brand Psychological Ownership (Continued)

Factors	Brand self-efficacy	Brand accountability	Identification and belongingness of brand
Identification and belongingness of brand	0.33 (0.06) 5.36	0.42 (0.07) 5.88	0.48 (0.09) 5.08

Note: [a] PHI，[b] Standardized Error，[c] T

Table 3-27 Standardized λ and T in Measurement Model of Brand Psychological Ownership

Factor	indicator	Standardized λ	Standardized T
Brand self-efficacy	X1	0.66	NA
	X3	0.69	7.64
	X4	0.82	8.82
	X5	0.7	7.67
Brand accountability	X9	0.65	NA
	X10	0.78	8.6
	X11	0.72	8.06
Identification and belongingness of brand	X13	0.69	NA
	X14	0.75	9.24
	X15	0.82	10.13
	X16	0.87	10.67
	X17	0.88	10.77
	X18	0.83	10.19
	X19	0.81	9.98
	X20	0.77	9.54

3.2.7.2 Step 7.2 Brand Citizenship Behavior

This study further investigated the discriminate validity and convergent validity ob brand citizenship behavior. As reported in Table 3-28, the results show that the discriminate validity exists among dimensions because PHI±1.96 * standardized error excluded 1. According to results in Table 3-29, most indicators whose standardized λ

appear higher than 0.7 and T values of each indicator reach the significant level of

0.01, indicating every construct has convergent validity.

Table 3-28 PHI, SE, and T in Measurement Model of Brand Citizenship Behavior

Factors	Helping behaviors of brand	Consideration and enhancement of brand	Sportsmanship and endorsement of brand
Helping behavior of brand	0.68[a] (0.11)[b] 6.27[c]		
Consideration and enhancement of brand	0.61 (0.09) 6.99	0.64 (0.11) 5.97	
Sportsmanship and endorsement of brand	0.49 (0.08) 6.30	0.51 (0.08) 6.48	0.59 (0.1) 5.75

Note: [a] PHI，[b] Standardized Error，[c] T

Table 3-29 Standardized λ and T in Measurement Model of Brand Citizenship Behavior

Factor	indicator	Standardized λ	Standardized T
Helping behavior of brand	X1	0.83	NA
	X2	0.81	11.53
	X3	0.70	9.71
Consideration and enhancement of brand	X18	0.80	NA
	X14	0.78	10.83
	X15	0.69	9.38
Sportsmanship and endorsement of brand	X8	0.77	NA
	X9	0.75	10.00
	X10	0.78	10.58
	X11	0.78	10.53
	X12	0.80	10.82
	X13	0.69	9.18

3.3 Further Examination of Validity

In order to confirm the validity among dimensions, this research investigated discriminate and convergent validity between constructs, including brand psychological ownership, brand citizenship behavior, psychological ownership, organizational commitment and organizational citizenship behavior. This research also utilized the methods proposed by Jöreskog et al. (1981) to examine discriminate and convergent validity.

3.3.1 Brand Psychological Ownership and Brand Citizenship Behavior

Since brand psychological ownership and brand citizenship behavior are all individual-level variables, it is necessary for this study to conduct discriminate and convergent validity of brand psychological ownership and brand citizenship behavior. The fitness indices of six-factor model which include χ^2/d.f.=2.71, GFI=0.85, RMSR=0.042, CFI=0.99, NFI= 0.97, RMSEA=0.07. Based on results that χ^2/df (7.58) of one-factor model is larger than χ^2/df (2.71) of six-factor model, the problem of common method variance is improved if the fitness of six-factor model is better than the fitness of one-factor model (Podsakoff et al., 2003).
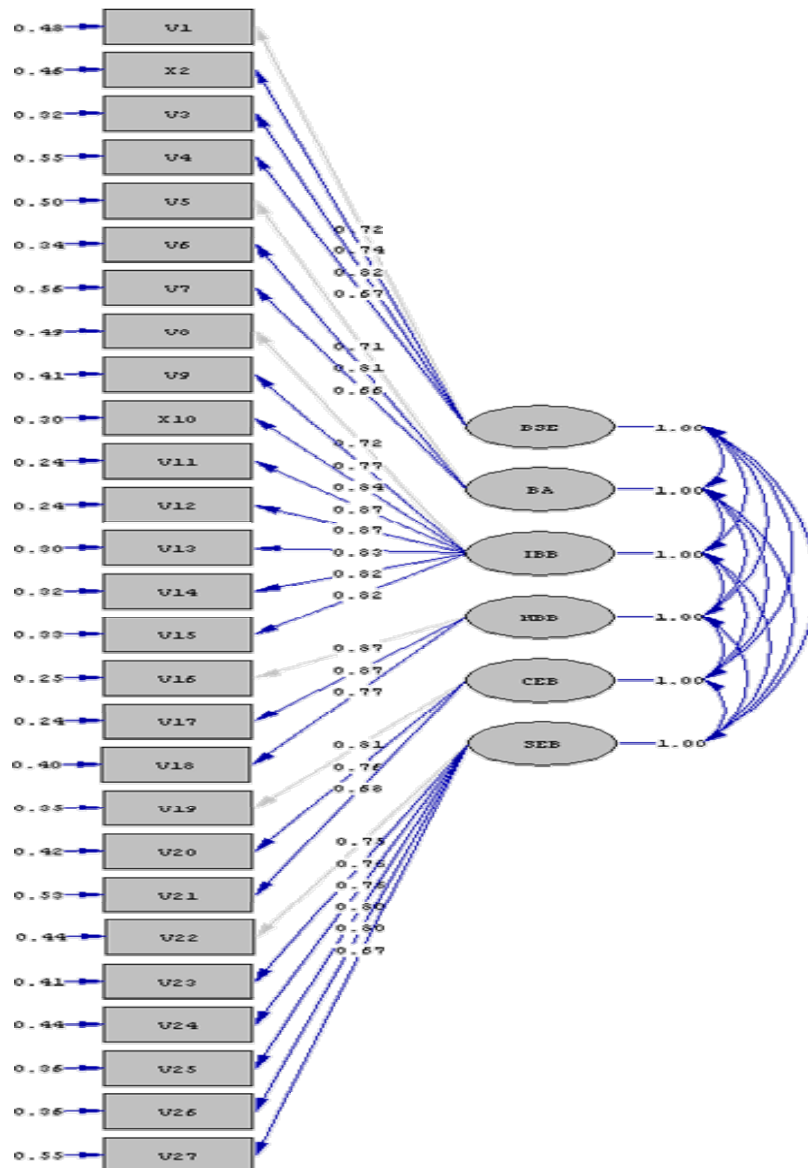
Notes: BSE: brand self-efficacy

BA: brand accountability

IBB: identification and belongingness of brand

HBB: helping behavior of brand

CEB: consideration and enhancement of brand

SEB: sportsmanship and endorsement of brand

Figure 3-7 Measurement Model of BPO and BCB

Table 3-30 Fitness indices of Brand Citizenship Behavior

Model	χ^2	df	χ^2/df	CFI	NFI	RMSEA	RMSR	GFI
One-factor Model	2653.96	350	7.58	0.95	0.94	0.137	0.071	0.65
Six-factor Model	836.71	309	2.71	0.98	0.97	0.07	0.042	0.85

Based on the results in Table 3-30, the fitness of six-factor model is better than the fitness of one-factor model, indicating the CMV bias is minor. As reported in Table 3-31, the results showed that the discriminate validity exists among dimensions because PHI$\pm$1.96 * standardized error excluded 1. The results in Table 3-32 and Figure 3-7 represent that most indicators whose standardized λ appear higher than 0.7 and T values of each indicator reach the significant level of 0.01, indicating each dimension of brand psychological ownership and brand citizenship behavior has convergent validity.

Table 3-31 PHI, SE, and T in Measurement Model of BPO and BCB

Factors	Brand self-efficacy	Brand accountability	Identification and belongingness of brand	Helping behaviors of brand	Consideration and enhancement of brand	Sportsmanship and endorsement of brand
Brand self-efficacy	0.52[a] (0.07)[b] 7.38[c]					
Brand accountability	0.39 (0.05) 8.13	0.50 (0.07) 7.23				
Identification and belongingness of brand	0.37 (0.05) 8.19	0.43 (0.05) 8.72	0.51 (0.07) 7.67			

Table 3-31 PHI, SE, and T in Measurement Model of BPO and BCB

(Continued)

Factors	Brand self-efficacy	Brand accountability	Identification and belongingness of brand	Helping behaviors of brand	Consideration and enhancement of brand	Sportsmanship and endorsement of brand
Helping behaviors of brand	0.33 (0.05) 7.11	0.40 (0.05) 8.06	0.39 (0.05) 8.24	0.75 (0.08) 9.85		
Consideration and enhancement of brand	0.41 (0.05) 8.20	0.48 (0.05) 8.94	0.45 (0.05) 8.90	0.60 (0.06) 10.02	0.65 (0.07) 8.80	
Sportsmanship and endorsement of brand	0.39 (0.05) 8.28	0.39 (0.05) 8.23	0.44 (0.05) 8.92	0.45 (0.05) 8.76	0.51 (0.05) 9.36	0.56 (0.07) 8.06

Note: [a] PHI，[b] Standardized Error，[c] T

Table 3-32 Standardized λ and T in Measurement Model of BPO and BCB

Factor	indicator	Standardized λ	Standardized T
Brand self-efficacy	V1	0.72	NA
	V2	0.74	12.72
	V3	0.82	14.02
	V4	0.67	11.71
Brand accountability	V5	0.71	NA
	V6	0.81	13.82
	V7	0.66	11.49
Identification and belongingness of brand	V8	0.72	NA
	V9	0.77	14.28
	V10	0.84	15.56
	V11	0.87	15.24
	V12	0.87	15.20
	V13	0.83	15.51
	V14	0.82	15.31
	V15	0.82	15.19

Table 3-32 Standardized λ and T in Measurement Model of BPO and BCB
(Continued)

Factor	indicator	Standardized λ	Standardized T
Helping behavior of brand	V16	0.87	NA
	V17	0.87	20.26
	V18	0.77	17.11
Consideration and enhancement of brand	V19	0.81	NA
	V20	0.76	15.64
	V21	0.68	13.60
Sportsmanship and endorsement of brand	V22	0.75	NA
	X23	0.76	14.60
	V24	0.75	14.26
	V25	0.80	15.40
	V26	0.80	15.35
	V27	0.67	12.58

3.3.2 Brand Psychological Ownership, Organizational Psychological Ownership and Organizational Commitment

Extended from perspectives of psychological ownership (Pierce et al., 2001; Pierce et al., 2003; Van Dyne et al., 2004; Chi et al., 2008; Pierce et al., 2009; Avey et al., 2009), the scale of brand psychological ownership is developed. Therefore, this study has to investigate the discriminate and convergent validity of brand psychological ownership, organizational psychological ownership and organizational commitment. This study adopts six items of organizational psychological ownership proposed by Van Dyne et al. (2004), which include OPO1, OPO2, OPO3, OPO4, OPO5, and OPO6. The contents of six items of organizational psychological ownership are showed in Table 3-33. Four items of organizational commitment proposed by Meyer, Allen and Smith (1993) are adopted by this research, which

include OC1, OC2, OC3, and OC4. The Cronbach's alpha of these items is 0.83. The

contents of four items of organizational commitment are showed in Table 3-34.

Table 3-33 Items of Organizational Psychological Ownership

Construct	Items
Organizational psychological ownership	OPO1: This is my organization.
	OPO2: I sense that this organization is our company.
	OPO3: I feel a very high degree of personal ownership for this organization.
	OPO4: I sense that this is my company.
	OPO5: This is our company.
	OPO6: Most of the people that work for this organization feel as though they own the company.

Source: Van Dyne et al. (2004)

Table 3-34 Items of Organizational Commitment

Construct	Items
Organizational commitment	OC1: I would be very happy to spend the rest of my career with this company.
	OC2: I really feel as if this company's problems are my own.
	OC3: I feel a strong sense of "belonging" to my company.
	OC4: This company has a great deal of personal meaning for me.

Source: Meyer et al. (1993)

As reported in Table 3-35, the results showed that the discriminate validity exists

among brand psychological ownership, organizational psychological ownership, and

organizational commitment because PHI$\pm$1.96 * standardized error excluded 1.

According to results in Table 3-36 and Figure 3-8, most indicators whose

standardized λ appear higher than 0.7 and T values of each indicator reach the

significant level of 0.01, indicating each construct of brand psychological ownership, organizational psychological ownership, and organizational commitment has convergent validity. Based on the results, it is proved that brand psychological ownership is different from organizational psychological ownership and organizational commitment.
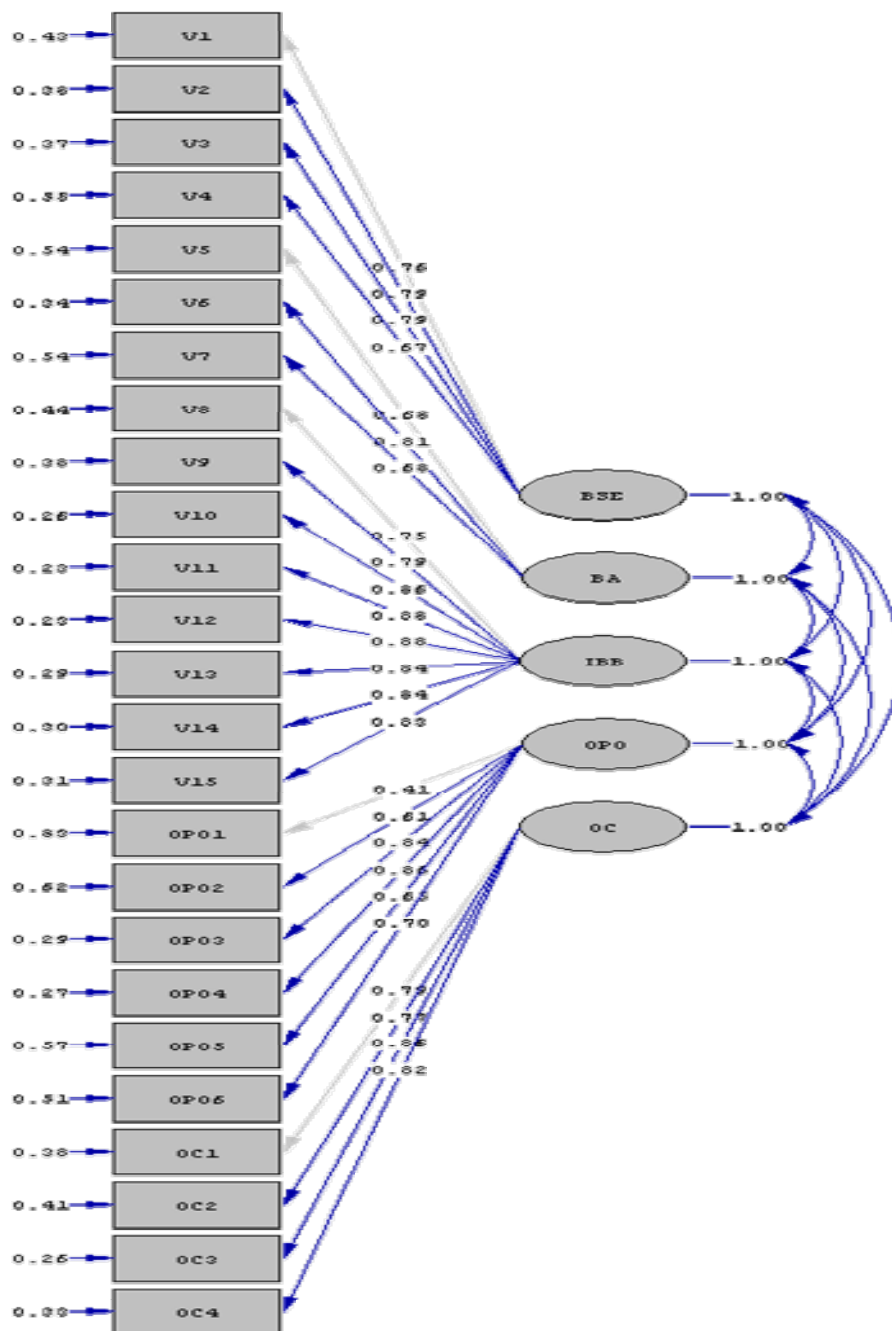
BSE: brand self-efficacy

BA: brand accountability

IBB: identification and belongingness of brand

OPO: organizational psychological ownership

OC: organizational commitment

Figure 3-8 Measurement Model of BPO, OPO and OC

Table 3-35 PHI, SE, and T of Measurement Model of BPO, OPO and OC

Factors	Brand self-efficacy	Brand accountability	Identification and belongingness of brand	Organizational psychological ownership	Organizational commitment
Brand self-efficacy	0.57 [a] (0.08)[b] 7.25 [c]				
Brand accountability	0.39 (0.05) 7.34	0.46 (0.07) 6.21			
Identification and belongingness of brand	0.40 (0.05) 7.68	0.44 (0.06) 7.98	0.56 (0.07) 7.41		
Organizational psychological ownership	0.15 (0.03) 4.81	0.14 (0.03) 4.72	0.18 (0.03) 5.24	0.17 (0.05) 3.52	
Organizational commitment	0.32 (0.05) 6.53	0.25 (0.04) 5.96	0.33 (0.05) 6.96	0.26 (0.04) 5.76	0.62 (0.08) 7.82

Note: [a] PHI，[b] Standardized Error，[c] T

Table 3-36 Standardized λ and T of Measurement Model of BPO, OPO and OC

Factor	indicator	Standardized λ	Standardized T
Brand self-efficacy	V1	0.76	NA
	V2	0.79	13.13
	V3	0.79	13.21
	V4	0.67	11.07

Table 3-36 Standardized λ and T of Measurement Model of BPO, OPO and OC (Continued)

Factor	indicator	Standardized λ	Standardized T
Brand accountability	V5	0.68	NA
	V6	0.81	11.87
	V7	0.68	10.21
Identification and belongingness of brand	V8	0.75	NA
	V9	0.79	14.04
	V10	0.86	15.54
	V11	0.88	15.89
	V12	0.88	15.93
	V13	0.84	15.16
	V14	0.84	15.13
	V15	0.83	14.97
Organizational psychological ownership	OPO1	0.41	NA
	OPO2	0.61	5.35
	OPO3	0.84	7.04
	OPO4	0.86	7.07
	OPO5	0.66	6.50
	OPO6	0.70	6.67
Organizational commitment	OC1	0.79	NA
	OC2	0.77	14.07
	OC3	0.85	16
	OC4	0.82	15.05

3.3.3 Brand Psychological Ownership, Brand Citizenship Behavior and Organizational Citizenship Behaviors

Building on perspectives of brand citizenship behavior (Organ, 1988; Podsakoff et al., 2000; Burmann et al., 2005), the scale of brand citizenship behavior is developed. Therefore, this study has to investigate the discriminate and convergent validity of brand psychological ownership, brand citizenship behavior and organizational citizenship behaviors. Based on Chiu, Han and Lin (2002), this study

adopts several items of organizational citizenship behaviors, which include BCB1,

BCB2, BCB3, BCB4, BCB5, BCB6, BCB7, BCB8, BCB9, BCB10, BCB11, BCB12,

BCB13, BCB14, BCB15, and BCB16. The average Cronbach's alpha of these items is

0.83. The contents of sixteen items of organizational citizenship behaviors are showed

in Table 3-37.

Table 3-37 Items of Organizational Citizenship Behavior

Construct	Items
Organizational citizenship behavior	OCB1: I voluntarily help new comers adapt to the new working environment.
	OCB2: I really follow the regulation and procedure of the company.
	OCB3: I implement extra-role duty to make the company benefited.
	OCB4: I consider company's whole interest and can sacrifice my interest in case of necessary.
	OCB5: I am willing to make extra efforts to make the company succeed.
	OCB6: As for the present work, I always have enthusiasm"; "I show the attitude of sacrifice and devotion toward the company.
	OCB7: I am willing to spend extra time on organizational affairs.
	OCB8: I provide extra service or assistance for customers.
	OCB9: I voluntarily provide constructive schemes or suggestions for related departments.
	OCB10: I voluntarily promote company's advantages and clarify others' misunderstanding.
	OCB11: I aggressively participate in meetings or activities in the company.
	OCB12: I know information or activity content beforehand.
	OCB13: I work conscientiously, and seldom make mistakes.

Table 3-37 Items of Organizational Citizenship Behaviors (Continued)

Construct	Items
	OCB14: Whatever implements of the company are, I never complaint or criticize.
	OCB15: I enthusiastically participate in various kinds of organizational activities in order to promote the emotion among colleagues.

Source: Chiu et al. (2002)
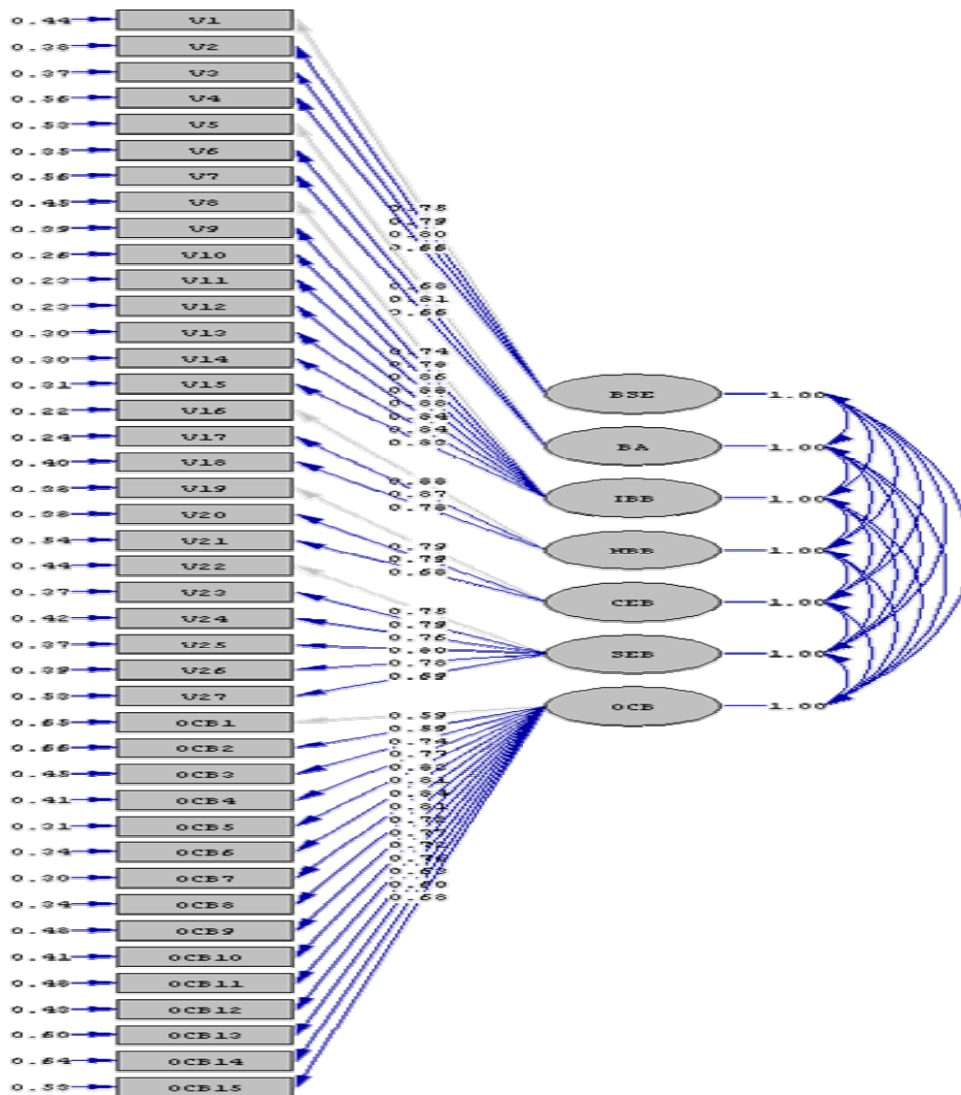
Notes: BSE: brand self-efficacy

BA: brand accountability

IBB: identification and belongingness of brand

HBB: helping behavior of brand

CEB: consideration and enhancement of brand

SEB: sportsmanship and endorsement of brand

OCB: organizational citizenship behavior

Figure 3-9 Measurement Model of BPO, BCB and OCB

Table 3-38 PHI, SE, and T in Measurement Model of BPO, BCB and OCB

Factors	BSE	BA	IBB	HBB	CEB	SEB	OCB
BSE	0.56 [a]						
	(0.08) [b]						
	7.15 [c]						
BA	0.39	0.47					
	(0.05)	(0.07)					
	7.37	6.34					
IBB	0.39	0.44	0.55				
	(0.05)	(0.06)	(0.07)				
	7.60	8.01	7.32				
HBB	0.35	0.42	0.41	0.78			
	(0.05)	(0.06)	(0.05)	(0.08)			
	6.69	7.55	7.60	9.28			
CEB	0.42	0.46	0.45	0.60	0.62		
	(0.05)	(0.06)	(0.06)	(0.07)	(0.08)		
	7.58	8.03	8.18	9.19	7.79		
SEB	0.41	0.40	0.44	0.46	0.51	0.56	
	(0.05)	(0.05)	(0.05)	(0.06)	(0.06)	(0.08)	
	7.73	7.63	8.15	8.09	8.54	7.36	
OCB	0.29	0.29	0.31	0.29	0.34	0.35	0.35
	(0.04)	(0.04)	(0.04)	(0.04)	(0.05)	(0.05)	(0.06)
	6.72	6.67	7.09	6.54	7.15	7.28	5.51

Note: [a] PHI，[b] Standardized Error，[c] T

Table 3-39 Standardized λ and T in Measurement Model of BPO, BCB and OCB

Factor	indicator	Standardized λ	Standardized T
	V1	0.75	NA
	V2	0.79	13.02
Brand self-efficacy	V3	0.80	13.14
	V4	0.66	10.90
	V5	0.68	NA
Brand accountability	V6	0.81	12.24
	V7	0.66	10.24

Table 3-39 Standardized λ and T in Measurement Model of BPO, BCB and OCB
(Continued)

Factor	indicator	Standardized λ	Standardized T
Identification and belongingness of brand	V8	0.74	NA
	V9	0.78	13.82
	V10	0.86	15.34
	V11	0.88	15.66
	V12	0.88	15.66
	V13	0.84	14.91
	V14	0.84	14.93
	V15	0.83	14.80
Helping behaviors of brand	V16	0.88	NA
	V17	0.87	19.18
	V18	0.78	16.23
Consideration and enhancement of brand	V19	0.79	NA
	V20	0.79	14.61
	V21	0.68	12.17
Sportsmanship and endorsement of brand	V22	0.75	NA
	X23	0.79	13.96
	V24	0.76	13.36
	V25	0.80	13.93
	V26	0.78	13.67
	V27	0.69	11.82
Organizational citizenship behaviors	OCB1	0.59	NA
	OCB2	0.59	8.63
	OCB3	0.74	10.26
	OCB4	0.77	10.52
	OCB5	0.83	11.04
	OCB6	0.81	10.89
	OCB7	0.84	11.11
	OCB8	0.81	10.93
	OCB9	0.72	11.09
	OCB10	0.77	10.52
	OCB11	0.72	10.06
	OCB12	0.76	10.40
	OCB13	0.63	9.14
	OCB14	0.60	8.81
	OCB15	0.68	9.69

The fitness indices of seven-factor model which include $\chi^2/d.f.=2.65$, GFI=0.74, RMSR=0.052, CFI=0.99, NFI= 0.96, RMSEA=0.075. According to the results in Table 3-38, the results show that the discriminate validity exists among brand psychological ownership, organizational citizenship behaviors, and organizational citizenship behaviors because PHI±1.96 * standardized error excluded 1. According to results in Table 3-39 and Figure 3-9, most indicators whose standardized λ appear higher than 0.7 and T values of each indicator reach the significant level of 0.01, indicating each construct of brand psychological ownership, brand citizenship behavior, and organizational citizenship behavior has convergent validity. Based on the results, it is proved that the construct of brand citizenship behavior is different from brand psychological ownership and organizational citizenship behavior. This research also provided practical evidence to prove that brand citizenship behavior is different from organizational citizenship behavior. Employees in traditional organizations (e.g., IBM) produce organizational citizenship behavior because they interact with the organization in their daily job. However, employees in franchise organizations (e.g., 7-Eleven) produce brand citizenship behavior because they interact with the corporate brand in their daily job and perceive they are important to the corporate brand via practices of corporate branding. The corporate brand is an important asset of franchise organizations; therefore, practices of corporate branding

are always adopted to improve their brand equity. Therefore, customer-facing employees may produce brand citizenship behavior via practices of corporate branding, thus contributing brand equity.

In conclusion, this study obtains dimensions of three constructs after EFA and CFA. Five dimensions of corporate branding obtained by this study include communication and evaluation of corporate branding, departmental coordination of corporate branding, leadership and interaction with stakeholders of corporate branding, training and selection of corporate branding, and vision and culture of corporate branding. Three dimensions of brand psychological ownership obtained by this study include identification and belongingness of brand, brand self-efficacy, and brand accountability. Three dimensions of brand citizenship behavior obtained by this study include sportsmanship and endorsement of brand, helping behaviors of brand, and consideration and enhancement of brand. Furthermore, this research also utilizes the methods proposed by Jöreskog et al. (1981) to examine discriminate and convergent validity among constructs. Based on the results, the discriminate and convergent validity exist among brand psychological ownership, organizational psychological ownership, and organizational commitment. The discriminate and convergent validity exist among brand psychological ownership, brand citizenship behavior, and organizational commitment behaviors.

Chapter 4 Hypotheses Development and Research Framework

In this chapter, the second part of the thesis is presented, which is to investigate the antecedent and consequence of brand psychological ownership. The following sections discuss the theoretical foundation of the study, present the hypothesis and research framework, describe the analytical method, and discuss the results. Based on literature review, this research infers that corporate branding is the antecedent of brand psychological ownership, and brand citizenship behavior is the consequence of brand psychological ownership. Furthermore, brand equity is regarded as the consequence of brand citizenship behavior. Data collected from the survey is utilized by this study to investigate relationships among corporate branding, brand psychological ownership, brand citizenship behavior, and brand equity. Since the phenomena exist in multilevel relationships, hierarchical linear modeling is considered to be the proper method to investigate the relationships among the research constructs. This is in accordance with the argument of Hofmann (1997), who contends that researchers have to adopt a paradigm which consists of multilevel concepts in order to develop a more comprehensive theory of organizations. In individual-level analyses, this study investigates the relationship between brand psychological ownership and brand citizenship behavior. In cross-level analyses, this study examines the effects of corporate branding on brand psychological ownership and brand

citizenship behavior. Consequently, this study investigates the effects of the aggregated brand citizenship behavior on brand equity. Important implication for academics and practitioners is discussed in chapter 5.

4.1 The Antecedent and Consequence of Brand Psychological Ownership

Extended from perspectives of scholars (e.g., Van Dyne et al., 2004; Pierce et al., 2009), brand psychological ownership is important to the organization whose success is affected by the corporate brand. Based on Van Dyne et al. (2004) who assert that psychological ownership is a cognitive-affective construct, making individuals feel ownership toward targets which are substantial or non-substantial, this study argues that brand psychological ownership is a cognitive-affective construct that makes employees feel ownership toward the corporate brand. Pierce et al. (2009) assert that cognitive components of psychological ownership reflect employees' beliefs, thoughts, and awareness toward tangible and intangible targets; affective components of psychological ownership reflect the pleasure produced by feelings of ownership. Extending from Pierce et al. (2009), this study contends that cognitive components of brand psychological ownership can reflect employees' beliefs, thoughts, and awareness toward the corporate brand, and affective components of brand psychological ownership reflect employees' pleasure toward the corporate brand. The cognitive-affective components of brand psychological ownership contribute to the

success of the corporate branding. For example, customer-contacting employees whose personal values are consistent with brand values may voluntarily transmit brand values while interacting with customers. That is, brand psychological ownership is important to an organization; however, the importance of brand psychological ownership has not been explored. It is necessary for researchers to investigate the antecedent and consequence of brand psychological ownership to clearly understand factors which are related to brand psychological ownership.

As argued by Mayhew, Ashkanasy, Bramble and Gardner (2007), organizational characteristics, which include vision, culture, leadership, policies, procedures, and reputation, may influence employees' organization-based psychological ownership. Extended from the perspectives, this study argues that brand psychological ownership is affected by brand-related characteristics, such as brand vision, brand culture, brand leadership, and brand HRM. Based on perspectives of scholars, corporate branding can be regarded as organizational practices, including vision, culture and image (Hatch et al., 2003), leadership (Knox et al., 2003; Kay, 2006; Vallaster et al., 2006), interactions with multiple stakeholders (Leitch et al., 2003), departmental coordination (Harris et al., 2001; Hatch et al., 2003), HR practices, and communication (Martin et al., 2005; Burmann et al., 2005), all of which can affect cognitive-affective components of brand psychological ownership. That is, an

organization can utilize these practices of corporate branding to make employees'

cognitive-affective components of the corporate brand transformed. For example, an

organization may let employees participate in brand-related activities and then make

employees feel they are effective in brand-related activities, thus producing brand

psychological ownership. This study argues that the practices of corporate branding

can be considered as the antecedents of brand psychological ownership; however, the

relationship between corporate branding and brand psychological ownership has not

been discussed.

According to perspectives of Podsakoff et al. (2000) and Van Dyne et al. (2004),

altruistic spirit could be evoked by organizational commitment, and psychological

ownership is an antecedent of organizational commitment, indicating that

psychological ownership contributes to brand citizenship behavior. Burmann, Zeplin,

and Reily (2009) demonstrate that brand commitment which arouses employees'

brand altruistic spirit contributes to brand citizenship behavior. Based on Burmann et

al. (2005) and Burmann et al. (2009), this study asserts that employee with brand

psychological ownership may produce brand altruistic spirit, thus displaying brand

citizenship behavior. Therefore, brand citizenship behavior can be considered as the

consequence of brand psychological ownership. Furthermore, brand citizenship

behavior makes employees not only act as sellers but also show more empathy to

satisfy customers (Burmann et al., 2005), indicating brand citizenship behavior contributes to brand equity. However, the relationships among brand psychological ownership and brand citizenship behavior and brand equity have not yet been explored. According to perspectives of scholars (Aseleage and Eisenberger, 2003; Allen et al., 2003; Flynn, 2005), the relationship between employees and the organization can be explored by social exchange theory. Consequently, the antecedent and consequence of brand psychological ownership can be explored through social exchange theory. Since the phenomenon exists in multiple levels, a multi-level analysis is utilized by this study to explore the relation between constructs, including corporate branding, brand psychological ownership, brand citizenship behavior, and brand equity.

4.2 Social Identity Theory, Social Exchange Theory and Corporate Branding

Social identity theory is regarded as "a platform from which to describe in detail how social categorization and prototype-based depersonalization actually produce social identity phenomena" (Hogg and Terry, 2000). Ashforth and Mael (1989) argue that social identity makes individuals have belongingness to some human aggregate. The concepts of social identity theory based on scholars (Hirst, Van Dick and Van Knippenberg, 2009; Meyer, Becker and Van Dick, 2006) highlight the role of collective identification that affects the cognitive awareness of membership toward

the organization, such as employees' commitment and organizational goal. As argued by Van Knippenberg and Hogg (2003), interpersonal relationships delineate employees' personal identity and personal self, and collective attributes of an organization delineates employees' social identity and collective self. Organizational members with high social identity may produce positive cognitions (e.g., commitment) toward activities that are congruent with the identity (Ashforth et al., 1989), which contributes to the success of organizational activities.

Social exchange theory based scholars (Blau, 1964; Homans, 1961) highlights the importance of relationships between the organization and its employees (Eisenberger Huntington, Hutchison, and Sowa, 1986), such as organizational goals and employees' motivation (Aseleage et al., 2003). High-quality social exchanges will be produced when employees have high levels of mutual trust, respects, and loyalty with the organization (Chen and Klimoski, 2003). Based on Molm and Cook (1995), employees who believe that the reciprocal exchange of valued benefits can occur may learn how to establish exchange relations with other colleagues and the organization. In the situation, the mutual relationships between employees and the organization will be established as positive, long-term, and interactive relations that contribute to organizational performance.

Corporate branding is regarded as the systematical process to create and maintain

favorable image, identification and reputation through sending signals to all stakeholders, managing organizational behavior, communication, and symbolism (Muzellec et al., 2006; Einwiller et al., 2002), thus making perception of external stakeholders and behaviors of internal stakeholders transformed (Vallaser et al., 2006). In the process, the organization can help employees produce brand psychological ownership and brand citizenship behavior via corporate branding practices, such as leadership, training, rewards, communication, interactive process and departmental coordination (Kay, 2006; Burmann et al., 2005; Hatch et al., 2003; Leitch et al., 2003). That is, employees whose needs are satisfied through the exchange relations may in turn reciprocate the organization by developing brand psychological ownership and producing brand citizenship behavior, thus contributing to brand equity. Based on Masterson et al. (2003), employees who have social identity through the process of corporate branding may have belongingness toward the corporate brand, and then produce brand psychological ownership which contributes to brand citizenship behavior, thus fostering brand equity. However, researchers have never investigated the relationships among corporate branding, brand psychological ownership, brand citizenship behavior via social identity theory or social exchange theory, revealing an important research gap.

4.3 Hypotheses

4.3.1 Practical Phenomenon

In order to clearly clarify the multilevel relationships among corporate branding, brand psychological ownership, brand citizenship behavior, and brand equity, the case of 7-Eleven is first utilized by this research to explain the research framework via the practical phenomenon.

Based on the content of in-depth interview, brand values of 7-Eleven proposed by senior managers include abundant goods, guaranteed hygiene, best quality and friendly service, all of which make customers produce positive perceptions toward 7-Eleven, thus enhancing brand equity. In order to make customer-facing customers realize these brand values, practices of corporate branding conducted by 7-Eleven include vision and culture, brand leadership, interaction with stakeholders, departmental coordination, brand-centered HR practices, and brand communication. In the process of corporate branding, brand values which are proposed by senior managers become culture and vision of corporate brand which affect employees' cognitions and behaviors. Brand values are unceasingly transmitted toward employees via brand leadership, interaction with first-line employees, brand training, and enhancement of brand-related knowledge and skills, making first-line employees identify the corporate brand and produce brand psychological ownership and brand citizenship behavior. Consequently, customers may perceive 7-Eleven is the

franchisee organization with excellent brand values, such as abundant goods, guaranteed hygiene, best quality, and friendly service, which contribute to the brand equity.

4.3.2 Brand Psychological Ownership and Brand Citizenship Behavior

Employees with psychological ownership facilitate positive attitudes (e.g., responsibility, altruism etc.) toward targets (e.g., organization, brand etc.), thus helping employees to identify self-existence and self-meaning (Van Dyne et al., 2004). From empirical evidence, psychological ownership is an antecedent of organizational commitment (Van Dyne et al., 2004), which can evoke altruistic spirit (Podsakoff et al., 2000), and then contribute to organizational citizenship behavior. Therefore, psychological ownership is positively related to organizational citizenship behavior. Based on the perspectives of psychological ownership proposed by Van Dyne et al. (2004) and Pierce et al. (2001), three roots of brand psychological ownership make employees have favorable feelings toward corporate brand, feel they are effective in brand-related activities, and identify themselves according to corporate brand. Three traits of brand psychological ownership make employees produce positive attitudes toward corporate brand, regard corporate brand as their extensions, and be willing to defend corporate brand. For example, employees who have brand psychological ownership may regard corporate brand image as their extensions and then feel

responsible for defending the brand while other people criticize their corporate brand.

Therefore, employees with brand psychological ownership may produce brand altruistic spirit. This study extends arguments of Eisenberger et al. (1986), Pierce et al. (2001) and Van Dyne et al. (2004) and proposes that employees with brand psychological ownership have brand altruistic spirit that contributes to positive brand behaviors, which is termed as brand citizenship behavior. Therefore, hypothesis 1 is proposed.

Hypothesis 1: Brand psychological ownership positively affects brand citizenship

behavior.

4.3.3 Corporate branding and Brand Psychological Ownership

According to arguments of scholars, important perspectives of corporate branding include vision, culture, and image alignment (Harris et al., 2001), brand leadership (Vallaster et al., 2006), interactions with multiple stakeholders (Leitch et al., 2003), departmental coordination (de Chernatony, 1999), brand-centered HR practices (Martin et al. 2005; Burmann et al., 2005), and communication (Balmer, 2001) can contribute to the success of corporate branding. After examinations of EFA and CFA, five dimensions obtained by this study include: communication and evaluation of corporate branding, vision and culture of corporate branding, leadership and interaction with stakeholders of corporate branding, departmental coordination of

corporate branding, and training and selection of corporate branding. As argued by Muzellec et al. (2006), corporate branding is the implemented processes adopted by an organization to create and maintain favorable corporate reputation via sending signals to multiple stakeholders, communication, and symbolism. That is, an organization may implement practices of corporate branding to make employees' cognitions transformed (Hatch et al., 2003; Balmer et al., 2003). Therefore, this study asserts that the implements of corporate branding can make employees produce brand psychological ownership.

Based on previous literature (Smidts, Pruyn and Van Riel, 2001), the communication is regarded as the antecedent of organizational identification. Employees with strong organizational identification are more willing to express supportive attitudes toward an organization and their decision making is consistent with organizational goals (Smidts et al., 2001). Two types of organizational identification proposed by Smidts et al. (2001) include cognitive and affective components. The cognitive component reflects the perceived amount of interests shared by an organization or organizational members, whereas the affective component reflects the positive image which may contribute to organizational identity (Smidts et al., 2001). Building on above-mentioned perspectives, an organization can adopt brand communication to make employees' cognitive and affective components

of corporate identity transformed. That is, brand communication can be adopted by an organization to make employees' cognitions transformed and then produce brand psychological ownership. As argued by Hatch et al. (2003), corporate branding is regarded as an organizational tool implemented by an organization to transmit vision, belief, value, and norm toward employees, thus making employees' cognitions transformed and producing brand psychological ownership. Employees with psychological ownership are willing to shares beliefs and behavioral norms (Druskat and Pescosolido, 2002; Wagner et al., 2003), implying that employees with brand psychological ownership are willing to shares beliefs and behavioral norms of corporate branding. Therefore, brand communication and brand-related transmission of vision, belief, value, and norm can make employees produce brand psychological ownership.

Brand-oriented leaders may construct a brand-centered vision that influences personal value of employees and induces them to transcend self-interests due to corporate brand (Burmann et al., 2005). In the situation of brand leadership, employees may feel effective in brand-related activities and be willing to devote themselves to corporate brand. Extended from perspectives of Pierce et al. (2001), Van Dyne et al. (2004) and Burmann et al. (2005), this study argues that employees with brand psychological ownership may regard brand image as the extension of self

image, feel responsible for protecting and maintaining brand image, and feel efficacious that they have rights to promote brand value. As argued by Burmann et al. (2005), brand leadership which is regarded as the effective leadership contributes to employees' brand commitment, brand organizational citizenship behavior, and brand identity. Therefore, an organization may transmit brand values toward employees through the interactive processes (Harris et al., 2001), and then make employees produce brand psychological ownership.

Successful corporate branding is inextricably linked to the integrated efforts of organizational resources (e.g., marketing and human resources), thus contributing to employees' congruence perceptions of corporate brand (Hatch et al., 2003; Balmer, 2001) and revealing departmental coordination contributes to the implementation of corporate branding. Furthermore, brand-centered human resource management is a brand-centered strategy that contributes to the generation of brand identity internalization (Burmann et al., 2005) and brand-centered strategies may be implemented via HR practices (Aurand et al., 2005). Lin (2007) found that employees may be positively encouraged and then have interdependent interests with the organization when high commitment human resource management is adopted, implying that employees may be positively encouraged and then produce brand psychological ownership via brand-centered HR practices, such as training, selection,

rewards, development and evaluation of the corporate brand.

Based on social exchange theory (Whitener, 2001; Masterson et al., 2003; Allen et al., 2003), employees who are satisfied via these supportive practices may feel effective in brand-related activities, and then form intangible contracts which inspire employees to defend corporate brand. From the empirical evidences, three formal ownership programs which include participation in profit-sharing plans, participation in decision making, and the access to business information can contribute organizational psychological ownership (Chi et al., 2008). Extending from these results, this research argues that corporate branding which can be regarded as formal ownership practices may contribute to brand psychological ownership. For example, an organization which lets employees participate in decision making of brand-related activities may make employees feel they are effective in brand-related activities, which satisfy the root of brand psychological ownership. Brand-centered HR practices can be adopted by an organization to make employees participate in brand-related profit-sharing plans. Furthermore, an organization which communicates brand-related values via training may improve the congruence between personal values of employees and values of corporate brand; consequently, employees identify themselves according to the corporate brand. According to above mentions, this study argues that corporate branding can be regarded as an aggregated construct that is

positively associated with brand psychological ownership. Therefore, hypothesis 2 is

proposed.

Hypothesis 2: Corporate branding positively affects brand psychological ownership.

4.3.4 Corporate Branding and Brand Citizenship Behavior

Brand values can be fostered by brand citizenship behavior which is regarded as

the consequence of brand altruistic spirit. In fact, brand identity needs emotional

components (e.g., brand commitment and brand psychological ownership) to make

employees be aware of brand identity (Burmann et al., 2005), and an organization

may utilize brand communication to communicate the concept of brand identity with

employees. Employees with strong organizational identity are more willing to show

supportive attitude toward organizational goals (Smidts et al., 2001); therefore, an

organization should engender identification which contributes to organizational

functioning via communication. Extended from the perspective, this study argues that

an organization should engender brand identity that contributes to brand altruistic

spirit and brand citizenship behavior via brand communication. Prior research

demonstrated that communication is positively associated with organizational

identification (Bartels, Ad Pruyn, and Inge, 2007), and an emotional appeal

contributes to brand identity which can be fostered by brand communication

(Burmann et al., 2005). Furthermore, an organization can transmit vision, belief, value,

and norm of brand toward employees in the process of corporate branding (Hatch et al., 2003). Therefore, an organization can adopt practices of brand communication to communicate core values of brand with employees and then make employees produce brand citizenship behavior.

Leaders may foster followers' perception of variety and autonomy via intellectual stimulation, such as seeking new perspectives and developing new ways to frame new organizational tasks, which represent that leadership positively contributes to employee positive behavior (Piccolo et al., 2006). Brand citizenship behavior is not only brand-oriented behavior which is considered as one part of organizational citizenship behavior, but also the externally targeted behavior which contributes to perceptions of external stakeholders (Burmann et al., 2005). Therefore, the relationships among leaders, employees, and external stakeholders can be regarded as the outcome of an interactive process with multiple stakeholders (Leitch et al., 2003). Form empirical evidence, transformational leadership is positively associated with organizational citizenship behavior (Podsakoff et al., 1990). Both transformational leadership and brand-oriented leadership are considered as effective leadership (Burmann et al., 2005), that is, leaders with brand-oriented leadership may construct a brand-centered vision that influences personal value of employees and make them produce altruistic spirit that contributes to brand citizenship behavior

(Burmann et al., 2005). Therefore, a brand leadership can induce employees to express brand citizenship behavior.

The integrated efforts of HRM, communication and marketing departments bring the success of corporate branding, which indicate departmental coordination plays an important role in the process of corporate branding (Hatch et al., 2003). Furthermore, high performance human resource management is regarded as HR practices may contribute to employees' role of good organizational agents (Leana and Van Buren, 1999; Sun et al., 2007). Brand-centered human resource management is a brand-centered strategy that contributes to the generation of brand identity internalization (Aurand et al., 2005; Burmann et al., 2005). Building on the perspectives, both high performance HRM and brand-centered HRM are considered as supportive practices that make employees perception and behavior transformed. Both service-oriented OCB and brand CB can be aroused via supportive HR practices (Bettencourt et al., 2001; Sun et al., 2007), such as brand-centered HRM which include training, selection, rewards, development and evaluation of the corporate brand (Burmann et al., 2005).

Building on social exchange theory, when employees have high levels of mutual trust, respects, and loyalty with the organization, high-quality social exchange relationships will be produced (Chen et al., 2003). Eisenberger et al. (1986) argued

that employees who perceive organizational support and care may produce altruistic

spirit and behavior, such as organizational citizenship behavior (Podsakoff et al.,

2000). From empirical evidences, Chi et al. (2008) found that three formal ownership

programs (i.e. employee participation in profit-sharing plans, employee participation

in decision making, and access to business information) contribute to organizational

psychological ownership which makes employees produce altruistic behaviors. It

reveals that employees can produce mutual trust, respects, and loyalty with the

organization via supportive practices of corporate branding, such as employee

participation in decision making (i.e., empowerment) which is regarded as one form

of leadership. On the basis of reciprocal relations (Flynn, 2005), employees will

disregard their gain to apply effort to the organization and then reciprocate via

positive behavior, such as brand citizenship behavior. According to above mentions,

this study argues that corporate branding can be regarded as an aggregated construct

that is positively related to brand citizenship behavior. Therefore, hypothesis 3 is

proposed.

Hypothesis 3: Corporate branding positively affects brand citizenship behavior.

4.3.5 Organization-level Brand CB and Brand Equity

Brand citizenship behavior refers to employees' brand-oriented voluntary

behavior which contributes to brand strength (Burmann et al., 2005). This study

argues that employees with brand citizenship behavior may express brand-centered extra-role behavior which can enhance brand equity. That is, employees with brand citizenship behavior may express brand-oriented behavior beyond formal requirements which contribute to brand equity, such as good brand image improved by good service behavior of employees (Sun et al., 2007). According to Keller and Lehmann (2001), the first category of brand equity (i.e., customer mind-set) can assess the brand equity from customer-based sources which measure customers' attachments, association, awareness, attitudes, and loyalties (Ailawadi, Lehmann and Neslin, 2003). This study argues that customers with positive perception can have positive attitudes (e.g., positive association, loyalty, and awareness) and be less sensitive to price increases, as the premium price charged by an organization (Ailawadi et al., 2003), thus enhancing competitive advantage (Yoo and Donthu, 2001). Based on social exchange theory, organizational practices, which make employees perceive organizational support, may make employees produce positive behavior (Eisenberger, Fasolo and Davis–LaMastro, 1990). According to above mentions, this study asserts employees who receive supportive organizational practices (i.e., corporate branding) can reciprocate the organization through brand citizenship behavior that enhances brand equity. Therefore, brand citizenship behavior contributes to brand equity.

Based on Yoo et al. (2001), brand equity is measured via perceptions of customers; therefore, the data of customers have to be nested with the corporate brand. Compare to service-oriented OCB proposed by Sun et al. (2007) which have to be nested with employees' good service behaviors, brand citizenship behavior proposed by this research which contribute to overall brand equity have to be nested with the corporate brand. As argued by Burmann et al. (2005), employees with brand citizenship behavior produce brand-oriented voluntary behavior which contributes to brand strength, revealing that brand CB contributes to the corporate brand. For example, customers may confront different employees who work in different shops of Burger King. Customer-facing employees in different shops provide good services that improve customers' overall perceptions of Burger King, thus enhancing brand equity. Therefore, this research has to aggregate individual data of brand CB to the organizational level, and then utilizes organizational data to investigate the relationship between organization-level brand CB and brand equity. Thus, hypothesis 4 is proposed.

Hypothesis 4: Organization-level brand citizenship behavior positively affects brand equity.

4.3.6 Multilevel Mediating Role of Brand Psychological Ownership

Based on inferences of hypotheses 1-3, the relationships among corporate

branding, brand psychological ownership, and brand citizenship behavior may be correlated. As argued by Pierce et al. (1991), psychological ownership is created by formal ownership which is designed according to three fundamental rights: the right to possess some share of the owned object's financial value, the right to affect the owned object, and the right to get information the owned object. Chi et al. (2008) found that three formal programs which included profit sharing, participation in decision making, and access to business information were all positively related to organizational psychological ownership. Extended from these results, this research argues that brand psychological ownership is affected by formal ownership programs, such as practices of corporate branding. According to previous researches, corporate branding is related to vision, culture, and image (Hatch et al., 2003), brand-centered HRM (Burmann et al., 2005), interaction with multiple stakeholders (Leitch et al., 2003), brand leadership (Kay, 2006), brand communication (Harris et al., 2001), and departmental coordination (de Chernatony, 1999). That is, an organization can make employees have the right to get information of the corporate brand via brand communication, have the right to participate in brand-related decision making via interaction with internal stakeholders and departmental coordination, and have the right to share profits of corporate brand via sophisticated HR practices. Therefore, this research argues that brand psychological ownership can be created by practices of

corporate branding. Furthermore, psychological ownership which can evoke altruistic spirit contributes to organizational citizenship behavior (Van Dyne et al., 2004; Podsakoff et al., 2000), representing that brand psychological ownership contributes to brand citizenship behavior. Employees who believe that the reciprocal exchange of valued benefits can occur may learn how to establish exchange relations with the organization (Molm et al., 1995). Furthermore, employees who have social identity through the process of corporate branding may have belongingness toward the corporate brand (Masterson et al., 2003). That is, employees who identity the corporate brand may reciprocate the organization by developing brand psychological ownership and then produce brand citizenship behavior, thus contributing to brand equity. From empirical evidence, formal ownership (i.e. corporate branding) can make employees produce altruistic behaviors through organizational psychological ownership (Han, Chiang and Chang, forthcoming). According to above-mentions, this research proposes that brand psychological ownership mediates the relationship between corporate branding and brand citizenship behavior. Thus, hypothesis 5 is proposed.

Hypothesis 5: Brand psychological ownership mediates the relationship between corporate branding and brand citizenship behavior in the multilevel relationship.

4.3.7   Research Framework

Organizational level   **Customer outcomes**

```
┌─────────────────────────────┐
│      Corporate Branding      │
├─────────────────────────────┤
│ Vision and culture of        │
│ corporate branding           │
│ Leadership and interaction   │
│ with stakeholders of         │
│ corporate branding           │
│ Departmental coordination    │
│ of corporate branding        │
│ Training and selection of    │
│ corporate branding           │
│ Communication and evaluation │
│ of corporate branding        │
└─────────────────────────────┘
```

| Organization-level Brand CB | →H4 | Brand Equity |

Aggregation

Individual level   H2   H3

```
┌─────────────────────────────┐          ┌─────────────────────────────┐
│          Brand PO            │          │          Brand CB            │
├─────────────────────────────┤          ├─────────────────────────────┤
│ Brand self-efficacy          │   H1 →   │ Helping behavior of brand    │
│ Brand accountability         │          │ Consideration and            │
│ Identification and           │          │ enhancement of brand         │
│ belongingness of brand       │          │ Sportsmanship and            │
│                              │          │ endorsement of brand         │
└─────────────────────────────┘          └─────────────────────────────┘
```

H5

Figure 4-1 Research Framework

Based on the above-mentioned literature review, five hypotheses are proposed by

this research to investigate multilevel relationships among corporate branding, brand

psychological ownership, brand citizenship behavior, and brand equity. The research framework is represented in Figure 4-1. In chapter 3, this research has conducted scale developments of corporate branding, brand psychological ownership, and brand citizenship behavior. After procedures of scale developments, this research obtained five factors of corporate branding, including communication and evaluation of corporate branding, departmental coordination of corporate branding, leadership and interaction with stakeholders of corporate branding, training and selection of corporate branding, and vision and culture of corporate branding. Three factors of brand psychological ownership obtained by this research include identification and belongingness of brand, brand self-efficacy, and brand accountability. Three factors of brand citizenship behavior obtained by this research include sportsmanship and endorsement of brand, helping behavior of brand, and consideration and enhancement of brand. Based on results of scale developments, this research has to investigate relationships among factors of three constructs. Therefore, detailed analyses are conducted by this research to examine multilevel relationships among factors of three constructs.

Chapter 5 Research Methodology and Analytical Results

Hierarchical linear modeling (HLM) is the methodology utilized by this research to investigate relationships among corporate branding, brand psychological ownership, brand citizenship behavior, and brand equity. Therefore, r_{wg}, ICC(1) and ICC(2) were discussed. Multilevel data of 31 franchise organizations were utilized by this research to examine hypotheses.

5.1 Procedures Used to Justify Aggregation

Since multilevel analyses are utilized by this research to examine hypotheses, it is necessary to conduct procedures of aggregation. Based on James (1982) and Hofmann (1997), researchers have to check between-group variance and within-group variance before procedures of aggregation. In order to investigate within-group consistency, r_{wg} values are adopted by this research according to James (1982). Furthermore, this research adopts ICC(1) and ICC(2) to investigate between-group variance according to James (1982) and Glick (1985). Procedures used to justify aggregation are presented in Table 5-1.

Table5-1 Procedures Used to Justify Aggregation

Measure	Composition	Explanation
r_{wg}	For a single item： $r_{wg(1)} = 1 - (S_{xj}^{2} / \sigma_{EU}^{2})$ For a multiple item scale： $r_{wg(J)} = \dfrac{J[1 - (\overline{S_{xj}^{2}} / \sigma_{EU}^{2})]}{J[1 - (\overline{S_{xj}^{2}} / \sigma_{EU}^{2})] + (\overline{S_{xj}^{2}} / \sigma_{EU}^{2})}$	For the single item, S_{xj}^{2} is the observed variance and σ_{EU}^{2} is the expected variance given distributional assumptions and number of scale points. For the multiple item scale, $\overline{S_{xj}^{2}}$ is the mean of the observed variances of the items, σ_{EU}^{2} is defined as above, and J is the number of items. It is computed by group and the mean or median is typically reported. Computation of within group agreement not dependent on between-group variance
ICC(1)	MSB–MSW /[MSB +(k-1)MSW] or $\tau_{00} / (\tau_{00} + \sigma^{2})$	Where MSB is the between-group mean square, MSW is the within-group mean square, and k is group size. τ_{00} : between-group variance σ^{2} : within-group variance Computes a ratio of between-group variance to total variance in the measure.
ICC(2)	(MSB-MSW)/MSB	This ICC value is an assessment of the reliability of a group mean for a discussion regarding the relationship between ICC (1) and ICC (2).

Source: Hofmann (2002)

5.2 Aggregation of the Constructs

To conduct cross-level analyses, this study examines the validity of organization-level variables, including corporate branding and aggregated brand CB. Inter-rater agreement was assessed by r_{wg} (Kozlowski and Hults, 1987). As reported in Table 5-2, median r_{wg} values for corporate branding and its factors are corporate

branding (0.974), vision and culture of corporate branding (0.963), leadership and interaction with stakeholders of corporate branding (0.969), departmental coordination of corporate branding (0.966), training and selection of corporate branding (0.967), and communication and evaluation of corporate branding (0.962).

Median r_{wg} values for brand CB and its factors are brand CB (0.990), helping behaviors of brand (0.984), consideration and enhancement of brand (0.989), and sportsmanship and endorsement of brand (0.982). All the r_{wg} values are above the acceptable level of 0.6 (James, 1982). Furthermore, this study also measured intraclass correlation (ICC (1)) and reliability of group means (ICC (2)) for brand psychological ownership, brand citizenship behavior and their factors (Raudenbush and Bryk, 2002). As reported in Table 5-3, ICC (1) values for brand psychological ownership and its factors are 0.198, 0.158, 0.147, and 0.215. ICC (2) values for brand psychological ownership and its factors were 0.896, 0.868, 0.858, and 0.906. Furthermore, ICC (1) values for brand CB and its factors are 0.228, 0.168, 0.246, and 0.185. ICC (2) values for brand CB and its factors are0.912, 0.876, 0.919, and 0.888. Values of ICC (1) and ICC (2) for brand equity are 0.189 and 0.891, respectively. The values of ICC (1) are above the acceptable level of 0.12 (James, 1982) and the values of ICC (2) are above the acceptable level of 0.6 (Glick, 1985). Therefore, it is suitable to form the aggregated level constructs.

Table 5-2 Values of r_{wg}

Dimensions	Median of Rwg
Corporate branding	0.974
Vision and culture of corporate branding	0.963
Leadership and interaction with stakeholders of corporate branding	0.969
Departmental coordination of corporate branding	0.966
Training and selection of corporate branding	0.967
Communication and evaluation of corporate branding	0.962
Brand citizenship behavior	0.990
Helping behaviors of brand	0.984
Consideration and enhancement of brand	0.989
Sportsmanship and endorsement of brand	0.982

Table 5-3 Values of ICC (1) and ICC (2)

Dimensions	ICC(1)	ICC(2)
Brand psychological ownership	0.198	0.896
Brand self-efficacy	0.158	0.868
Brand accountability	0.147	0.858
Identification and belongingness of brand	0.215	0.906
Brand citizenship behavior	0.228	0.912
Helping behaviors of brand	0.168	0.876
Consideration and enhancement of brand	0.246	0.919
Sportsmanship and endorsement of brand	0.185	0.888
Brand equity	0.189	0.891

5.3 Descriptive Statistics of Multilevel Data

Based on Heck and Thomas (2000), the number of organization-level variable

has to be above 30. Therefore, this study selected 31 franchisee organizations which

had large samples in the two-wave data. Among thirty franchisee organizations, 283

supervisors and 283 customer-contacting employees nested in these franchisee

organizations were also selected. 250 completed questionnaires on the organizational

level were also utilized. Among these supervisors, 108 were male supervisors (43.2%) and 142 were female (56.8%). Most supervisors were middle-aged (26-35, 53.6%). Most supervisors (165, 66%) had a college degree.

Furthermore, 283 completed questionnaires on the individual employee level were utilized. Among these employees, 115 were male employees (40.5%) and 168 were female (59.5%). Most respondents were under the age of 25 (61.7%). Senior high school graduates were 31.7%; college graduates were 61.7%. As for customers, this study collected questionnaires of customers one month after surveying supervisors and employees. Customers were invited to fill out the questionnaires by the research assistants, 1300 questionnaires of customers were sent and 577 questionnaires were returned, which represented the response rate was 44.39%. The details of the multilevel data are showed in Table 5-4.

Table 5-4 Data Utilized in Multilevel Analyses

Organizations	Supervisors	Employees	Customers
31	250	283	577

5.4 Sample Procedures

As argued in chapter 3, store managers and first-line employees play important roles in the process of corporate branding. The data utilized in this study were collected from questionnaires distributed to store managers and customer-facing employees of franchise organizations in Taiwan. The supervisor questionnaire

measures corporate branding from the perceptions of store managers. Furthermore, the employee questionnaire measures customer-facing employees' cognition and behavior, including brand psychological ownership and brand citizenship behavior. Respondents of this research are supervisors, employees, and customers from 31 franchise organizations listed in Taiwan Franchise Association. Two types of franchise organizations adopted by this research include retailer and food-drink organizations. All items of supervisor and employee questionnaires are measured on a 5-point Likert scale, ranging from 1= "extremely disagree" to 5= "extremely agree".

5.5 Measurement

Based on Kidwell et al. (1997), hierarchical linear modeling can solve the problem of bias caused by disaggregation and aggregation. Hierarchical linear modeling was utilized by this study as the major approach to investigate relationships among corporate branding, brand psychological ownership, brand citizenship behavior, and brand equity. This study utilized the approach of hierarchical linear modeling to measure effects and explained variance in multilevel relationships (Raudenbush and Bryk, 2002).

Corporate branding. A 20-item corporate branding scale used in this study was obtained through the process of scale development. The scale measures supervisors' perceptions of the extent of corporate branding practices, including communication

and evaluation of corporate branding, departmental coordination of corporate branding, leadership and interaction with stakeholders of corporate branding, training and selection of corporate branding, and vision and culture of corporate branding. Based on the result of secondary CFA, corporate branding can be regarded as one dimension. Measurement items of corporate branding are represented in Table 1 of Appendix. The Cronbach's alpha for corporate branding is 0.95.

Brand psychological ownership. A 15-item brand psychological ownership scale utilized in this study was obtained through the process of scale development. The scale measures employees' perceptions of the extent of brand psychological ownership, brand self-efficacy, brand accountability and identification and belongingness of brand. Based on the result of secondary CFA, brand psychological ownership can be regarded as one dimension. Measurements of brand psychological ownership are represented in Table 2 of Appendix. The Cronbach's alpha for brand psychological ownership is 0.94.

Brand citizenship behavior. A 12-item scale of brand citizenship behavior utilized in this study was obtained through the process of scale development. The scale measures employees' perceptions of the extent of brand citizenship behavior, including helping behavior of brand, consideration and enhancement of brand and sportsmanship and endorsement of brand. Based on the result of secondary CFA, brand citizenship

behavior can be regarded as one dimension. Measurements of brand citizenship behavior are represented in Table 2 of Appendix. The Cronbach's alpha for brand citizenship behavior is 0.93.

Brand equity. A nine-item scale was adopted from Yoo and Donthu (2001) to measure brand equity. Two reasons that this research adopted the scale of Yoo et al. (2001) to measure customers' perceptions. First, the concepts of brand equity utilized by Yoo et al. (2001) extended from Aaker (1991) and Keller (1993), indicating the contents of the scale exited high content validity. Second, 1530 participants from different countries were evaluated, indicating the scale had high generalizability. Example items include "I consider myself to be loyal to the store brand"; "The store brand would be my first choice"; "I will not buy other brands if the store brand is available". All measurement items of brand equity are represented in Table 3 of Appendix. The Cronbach's alpha for the scale was 0.9.

Control variables. Several variables that may influence the dependent variables are controlled. The control variables on the individual level are gender, age, and education. The control variable on the organizational level is franchisee type. Two types of franchise organizations include retailer and food-drink organizations.

5.6 Common Method Variance

According to Podsakoff et al. (2003), procedural remedies and statistical

remedies were adopted by this research to attenuate the errors associated with common method variance. In procedural remedies, two methods were utilized by this study. First, the data of organization-level variable and individual-level variable collected by this study were from different sources. Second, this study allowed the respondents to be anonymous and assured the respondents that they can answer the questions as honestly as possible. In statistical remedies, this research adopted two methods to attenuate bias of common methods variance caused by using simultaneous data in individual-level analyses. First, Harman's single factor test was utilized by this study. All individual-level items were concluded to one general factor, and the analytical results for fitness included: χ^2/d.f. = 7.58; CFI=0.95; NFI=0.94; GFI= 0.65; RMSR= 0.071, RMSEA=0.14, revealing that the fitness of the one-factor model is poor. Then, all individual-level items were measured according to the proposed model; the analytical results for fitness are: χ^2/d.f.=2.72; CFI=0.98; NFI=0.97; GFI=0.84, RMSR=0.046, RMSEA=0.07, indicating that the fitness of the six-factor model is better than one-factor model. Second, this study adds a construct of social desirability as the seven-factor model, and the analytical results for fitness were: χ^2/d.f.=2.35, CFI=0.98; NFI=0.98; GFI=0.83, RMSR=0.051, RMSEA=0.068. Based on Richardson, Marcia and Michael (2009), the comparison of proposed model with CMV model requires a nested test. The fitness of the proposed model is better than

those of CMV model ($\triangle\chi^2$ = 495.65 is greater than the critical value($\chi^2_{(d.f.=60, \alpha}$

$_{=0.05)}$=79.08); GFI=0.84> GFI=0.83; NFI=0.97> NFI=0.94). As reported in Table 5-5,

the compared results reveal that the problem of common method variance is solved.

Table 5-5 Fitness indices of Different Models

Model	χ^2/df	CFI	NFI	RMSR	RMSEA	GFI
One-factor Model	7.58	0.95	0.94	0.071	0.14	0.65
Six-factor Model	2.72	0.98	0.97	0.046	0.07	0.84
Seven-factor Model	2.35	0.98	0.95	0.051	0.068	0.83

5.7 Results of Research Model

5.7.1 Procedures of HLM

In order to conduct multilevel analyses, this research first conducts correlation

analyses to understand multilevel relationships among corporate branding, brand

psychological ownership, brand citizenship behavior, and brand equity. Then, this

research conducts analyses of HLM. Based on Hofmann (1997), procedures of HLM

have to examine four different models which include null model, random coefficients

regression model, intercepts-as-outcomes model, and slopes-as-outcomes model.

Among these models, slopes-as-outcomes model is not conducted by this research

because this research doesn't investigate moderating effects of organizational

variables on individual variables. That is, random coefficients regression models are

conducted in individual level analyses and intercepts-as-outcomes models are

conducted in multilevel analyses.

5.7.2 Correlations

As reported in Table 5-6, brand psychological ownership is significantly related

to brand citizenship behavior (r=0.795***, P<0.01). Corporate branding is

significantly associated with brand psychological ownership (r=0.545***, P<0.01),

and related to brand citizenship behavior with a marginal significance (r=0.305*,

P<0.1). Brand citizenship behavior is significantly related to brand equity

(r=0.447***, P<0.01). These correlation results were consistent with the hypotheses

proposed by this study. This study further investigated the relationships between

factors of corporate branding, brand psychological ownership, and brand

organizational citizenship behaviors.

Table 5-6 Means, Standard Deviation, and Correlations of Research Constructs

Variables	Mean	S.D.	(1)	(2)	(3)	(4)	(5)
Individual Level							
(1) Brand psychological ownership	3.6316	0.71294	1				
(2) Brand citizenship behavior	3.991	0.72539	0.795***	1			
(3)Gender	1.5856	0.49346	0.070	0.74	1		
(4)Age	1.5685	0.87271	0.067	0.16	0.022	1	
(5)Education	2.6301	0.67364	-0.044	-0.117	0.034	-0.12	1
Organizational Level							
(1) Corporate branding	4.0012	0.53659	1				
(2) Brand psychological ownership	3.5970	0.38610	0.545***	1			
(3) Brand citizenship behavior	4.0041	0.45728	0.305*	0.725***	1		
(4) Brand equity	3.7853	0.33018	0.269	0.526***	0.447***	1	
(5) Type	0.8710	0.34078	0.111	0.159	0.166	-0.54	1

5.7.3 Null Model Analyses

    This research utilizes null models to prove two phenomena. First, employees'

cognitions and behaviors are different from different franchisee organizations. Second,

employees' cognitions and behaviors may be affected by individual level variables

and contextual variables (i.e. corporate branding). It is more appropriate to investigate

multilevel relationships if values of $\tau 00$ reach significant level (Hofmann, 1997). Null

models in which no predictors are evaluated on either the individual level or

organizational level were evaluated by this study. According to the results in Table

5-7, the residual variances of the intercepts of brand psychological ownership

($\tau 00=0.101$, $p<.001$), including brand self-efficacy ($\tau 00=0.085$, $p<.001$), brand

accountability ($\tau 00=0.043$, $p<.001$), and identification and belongingness of brand

($\tau 00=0.148$, $p<.001$), are all significant. The residual variances of the intercepts of

brand citizenship behavior ($\tau 00=0.124$, $p<.001$), including helping behaviors of brand

($\tau 00=0.069$, $p<.001$), consideration and enhancement of brand ($\tau 00=0.074$, $p<.001$),

and sportsmanship and endorsement of brand ($\tau 00=0.091$, $p<.001$), are all significant.

That is, there exists heterogeneity of relationships explored in the proposed model

among different organizations. Therefore, it is more appropriate to investigate the

relationships among corporate branding, brand psychological ownership, and brand

citizenship behavior through multilevel analyses.

5.7.3.1 Null Models

Level-1

$$Y_{ij} = \beta_{0j} + \varepsilon_{ij}$$

Level-2

$$\beta_{0j} = \gamma_{00} + u_{0j}$$

Note: i =individuals, j =organizations; Y_{ij} refers to brand psychological ownership, brand self-efficacy, brand accountability, identification and belongingness of brand, brand citizenship behavior, helping behavior of brand, consideration and enhancement of brand, and sportsmanship and endorsement of brand.

Table 5-7 Null Model

Dependent Variables	Fixed Effect			Random Effect		
	Intercept γ_{00}	S. E.	P	τ_{00}	σ^2	P
Brand psychological ownership	3.587***	0.068	0.000	0.101***	0.41	0.000
Brand self-efficacy	3.712***	0.067	0.000	0.085 ***	0.368	0.000
Brand accountability	3.912***	0.058	0.000	0.043***	0.418	0.000
Identification and belongingness of brand	3.818***	0.082	0.000	0.148***	0.41	0.000
Brand citizenship behavior	3.969***	0.075	0.000	0.124***	0.420	0.000
Helping behavior of brand	4.063***	0.067	0.000	0.069***	0.494	0.000
Consideration and enhancement of brand	4.011***	0.065	0.000	0.074***	0.387	0.000
Sportsmanship and endorsement of brand	3.741***	0.069	0.000	0.091***	0.401	0.000

***P< 0.01, ** P<0.05, ** P<0.1

5.7.4 Individual Level Analysis- Random Coefficients Regression Model

In the individual level analysis, hypothesis 1 is proposed to investigate the relationship between brand psychological ownership and brand citizenship behavior.

As reported in Table 5-8, brand psychological ownership positively affects brand citizenship behavior ($\beta 10$=0.73, p<0.01), indicating that hypothesis 1 is supported. The individual level model is showed as follows.

5.7.4.1 Random Coefficients Regression Model

Level-1

$BCB_{ij} = \beta_{0j} + \beta_{1j}*(BPO_{ij}) + \beta_{2j}*(gender_{ij}) + \beta_{3j}*(age_{ij}) + \beta_{4j}*(education_{ij}) + \varepsilon_{ij}$

Level-2

$\beta_{0j} = \gamma_{00} + u_{0j}$

$\beta_{1j} = \gamma_{10} + u_{1j}$

$\beta_{2j} = \gamma_{20} + u_{2j}$

$\beta_{3j} = \gamma_{30} + u_{3j}$

$\beta_{4j} = \gamma_{40} + u_{4j}$

Note: i =individuals, j =organizations

5.7.5 Multilevel Analyses- Intercepts-as-outcomes Model

In cross-level analyses, hypothesis 2 is proposed to investigate the relationship between corporate branding and brand psychological ownership. Hypothesis 3 is proposed to investigate the relationship between corporate branding and brand citizenship behavior. Hypothesis 4 is proposed to investigate the relationship between brand citizenship behavior and brand equity. As reported in Table 5-8, corporate

branding positively affects brand psychological ownership ($\beta_{01}=0.374$, $p<0.01$) and

brand citizenship behavior ($\beta_{01}=0.287$, $p<0.05$), revealing that hypotheses 2 and 3

are supported. Aggregated brand CB positively affects equity ($\gamma_{01}=0.279$, $p<0.01$),

which indicating that hypothesis 4 is supported. Multilevel models are represented as

follows.

5.7.5.1 Intercepts-as-outcomes Model

Multilevel Model-1

Level-1

$BPO_{ij} = \beta_{0j} + \beta_{1j}*(gender_{ij}) + \beta_{2j}*(age_{ij}) + \beta_{3j}*(education_{ij}) + \varepsilon_{ij}$

Level-2

$\beta_{0j} = \gamma_{00} + \gamma_{01}(CB_j) + \gamma_{02}(type_j) + u_{0j}$

$\beta_{1j} = \gamma_{10} + u_{1j}$

$\beta_{2j} = \gamma_{20} + u_{2j}$

$\beta_{3j} = \gamma_{30} + u_{3j}$

Multilevel Model-2

Level-1

$BCB_{ij} = \beta_{0j} + \beta_{1j}*(gender_{ij}) + \beta_{2j}*(age_{ij}) + \beta_{3j}*(education_{ij}) + \varepsilon_{ij}$

Level-2

$\beta_{0j} = \gamma_{00} + \gamma_{01}(CB_j) + \gamma_{02}(type_j) + u_{0j}$

$$\beta_{1j} = \gamma_{10} + u_{1j}$$

$$\beta_{2j} = \gamma_{20} + u_{2j}$$

$$\beta_{3j} = \gamma_{30} + u_{3j}$$

Multilevel Model-3

Level-1

$$BCB_{ij} = \beta_{0j} + \beta_{1j}*(BPO_{ij}) + \beta_{2j}*(gender_{ij}) + \beta_{3j}*(age_{ij}) + \beta_{4j}*(education_{ij}) + \varepsilon_{ij}$$

Level-2

$$\beta_{0j} = \gamma_{00} + \gamma_{01}(CB_j) + \gamma_{02}(type_j) + u_{0j}$$

$$\beta_{1j} = \gamma_{10} + u_{1j}$$

$$\beta_{2j} = \gamma_{20} + u_{2j}$$

$$\beta_{3j} = \gamma_{30} + u_{3j}$$

$$\beta_{4j} = \gamma_{40} + u_{4j}$$

Multilevel Model-4

Level-1

$$Brand\ equity_{ij} = \beta_{0j} + \varepsilon_{ij}$$

Level-2

$$\beta_{0j} = \gamma_{00} + \gamma_{01}(BCB_j) + \gamma_{02}(type_j) + u_{0j}$$

Note: i =individuals, j =organizations

Type: 1=food-drink organizations, 0=retailer organizations

Table 5-8 Hierarchical Linear Modeling Results of the Proposed Model

Models	Model-1	Model-2	Model-3	Model-4
Dependent variable / Independent variable	Brand psychological ownership	Brand citizenship behaviors	Brand citizenship behaviors	Brand equity
Individual level				
Intercept	3.609***	3.76***	3.79***	3.78***
Brand psychological ownership			0.73***	
Gender	0.085	0.047	-0.019	
Age	0.066	0.018	-0.043	
Education	-0.126*	-0.166**	-0.08	
Organizational level				
Corporate branding	0.374***	0.287**	0.017	
Brand citizenship behavior				0.279***
Type	0.123	0.146	0.054	-0.106
R^2	0.11	0.06	0.63	0.03
Deviance [a]	540.71	532.97	320.57	821.097

[a] Deviance is a measure of model fit. Deviance $=-2*$ log-likelihood of the full maximum-likelihood estimate.

***P< 0.01, ** P<0.05, *<0.1

Organizations n=31; Supervisors n=250; Employees n=283; Customers n=577

5.7.6 Cross-level Mediating Effect

To explore the importance of brand psychological ownership, this study further investigated the cross-level mediating effect of brand psychological ownership between corporate branding and brand CB through the four analytical steps of Baron and Kenny (1986). The first step is to confirm the effect of brand psychological ownership on brand citizenship behavior. The second step is to confirm the effect of corporate branding on brand citizenship behavior. The third step is to examine the

effect of corporate branding on brand psychological ownership. The fourth step is to examine whether the effect of corporate branding on brand CB became non-significant or reduced when both corporate branding and brand psychological ownership are jointly utilized as predictors of brand CB. If that is true, the cross-level mediating effect of brand psychological ownership is confirmed. This research conducted these three-step analyses. As reported in Table 5-8, the results of Model-1 revealed that corporate branding significantly affected brand psychological ownership (BPO) and the deviance was 540.71. Second, the results of Model-2 showed that corporate branding significantly affected brand CB and the deviance was 532.97. Third, the results of Model-3 showed that brand PO significantly affected brand CB, and the deviance was 320.57. However, corporate branding didn't affect brand CB significantly in Model-3. From the variation of deviance in three models, the value of deviance change is 212.4 (decreased from 532.97 to 320.57) after a mediating variable (i.e., brand psychological ownership) was added. The level of change reaches significant level of 0.005 ($212.4 > X^2(1)_{0.005} = 7.879$). Furthermore, the effect of corporate branding ($\gamma 01$) on brand CB reduced from 0.287 to 0.017. Based on the aforementioned results, brand psychological ownership fully mediates the relationship between corporate branding and brand CB, revealing that brand psychological ownership is a cross-level mediator in the multilevel relation between corporate

branding and brand citizenship behavior. Hypothesis 5 is supported.

5.8 Detailed Analyses of Research Model

This study conducts the detailed analyses of the relationships to reveal the

differential effects of the influencing factors (e.g., corporate branding) on the different

aspects of the consequences (i.e., brand psychological ownership, and brand

citizenship behavior). This study utilized the factor scores to conduct detailed

analyses of the research model. Consequently, this research may shed more light of

managerial implications via conducting detailed analysis.

5.8.1 Detailed Effects of Brand PO on Brand CB

After factor analyses, this study investigated the relationships between factors of

brand psychological ownership and brand citizenship behavior. This study examined

an individual-level model including these factors, with no predictors specified for the

organizational-level variables. As for factors of two constructs reported in Table 5-9,

helping behavior of brand is positively affected by brand accountability ($\beta 20$=0.46,

p<0.01), and identification and belongingness of brand ($\beta 30$=0.145, p<0.05).

Consideration and enhancement of brand is positively affected by brand self-efficacy

($\beta 10$=0.311, p<0.01), brand accountability ($\beta 20$=0.273, p<0.01), and identification

and belongingness of brand ($\beta 30$=0.260, p<0.01). Sportsmanship and endorsement

of brand is positively affected by brand self-efficacy ($\beta 10$=0.365, p<0.01), brand

accountability ($\beta_{20}=0.156$, p<0.05), and identification and belongingness of brand

($\beta_{30}=0.467$, p<0.01). The results of detailed analyses in the individual level reveal

that most factors of brand psychological ownership significantly affect factors of

brand citizenship behavior. Individual-level models of detailed analyses are shown as

follows.

5.8.2 Random Coefficients Regression Model (detailed analyses)

Level-1

$\text{BCB}_{ij} = \beta_{0j} + \beta_{1j}*(\text{BPO}_{ij}) + \beta_{2j}*(\text{gender}_{ij}) + \beta_{3j}*(\text{age}_{ij}) + \beta_{4j}*(\text{education}_{ij}) + \varepsilon_{ij}$

Level-2

$\beta_{0j} = \gamma_{00} + u_{0j}$

$\beta_{1j} = \gamma_{10} + u_{1j}$

$\beta_{2j} = \gamma_{20} + u_{2j}$

$\beta_{3j} = \gamma_{30} + u_{3j}$

$\beta_{4j} = \gamma_{40} + u_{4j}$

Note: BPO_{ij} refers to brand self-efficacy, brand accountability, and identification and

belongingness of brand.

BCB_{ij} refers to helping behavior of brand, consideration and enhancement of brand,

and sportsmanship and endorsement of brand.

i =individuals, j =organizations

Table 5-9 Hierarchical Linear Modeling Results: Brand PO on Band CB
(Detailed Analyses)

Models	Model-1	Model-2	Model-3
Dependent variable / Independent variable	Helping behavior of brand	Consideration and enhancement of brand	Sportsmanship and endorsement of brand
Intercept	0.041	0.005	0.004
Brand self-efficacy	0.057	0.311***	0.365***
Brand accountability	0.46***	0.273***	0.156**
Identification and belongingness of brand	0.145**	0.260***	0.467***
Control Variables			
Gender	-0.145	0.282**	-0.098
Age	0.149	-0.186	0.035
Education	0.012	-0.041	0.029
R^2	0.36	0.26	0.39
Deviance	727.74	745.63	706.59

***P< 0.01, ** P<0.05, *P<0.1

5.8.3 Effects of Corporate Branding on Brand PO and Brand CB

As for cross-level analyses, this study investigated the effects that corporate branding at the organizational level had on variables at the individual level. Results reported in Table 5-10. As for detailed effects of corporate branding on brand psychological ownership, leadership and interaction with stakeholders of corporate branding ($\gamma 02=0.275$, p<0.01), training and selection of corporate branding ($\gamma 04=0.174$, p<0.01) and communication and evaluation of corporate branding ($\gamma 05=0.206$, p<0.05) positively affect brand self-efficacy. Leadership and interaction with stakeholders of corporate branding ($\gamma 02=0133$, p<0.05), departmental

coordination of corporate branding ($\gamma 03=0.127$, $p<0.05$), and training and selection of corporate branding ($\gamma 04=0.19$, $p<0.01$) positively affect brand accountability. Vision and culture of corporate branding ($\gamma 01=0.31$, $p<0.05$) and communication and evaluation of corporate branding ($\gamma 04=0.228$, $p<0.05$) positively affect identification and belongingness of brand. As for detailed effects of corporate branding on brand citizenship behavior, leadership and interaction with stakeholders of corporate branding ($\gamma 02=0.271$, $p<0.05$), training and selection of corporate branding ($\gamma 04=0.196$, $p<0.05$), and communication and evaluation of corporate branding ($\gamma 05=0.189$, $p<0.05$) positive affect consideration and enhancement of brand. Leadership and interaction with stakeholders of corporate branding ($\gamma 02=0.199$, $p<0.05$) and training and selection of corporate branding ($\gamma 04=0.1$, $p<0.1$) have positive effects on sportsmanship and endorsement of brand. Multilevel models of corporate branding affects BPO and BCB are represented as follows.

5.8.4 Intercepts-as-outcomes Model (Detailed Analyses)

Multilevel Model-1~3

Level-1

$\text{BPO}_{ij} = \beta_{0j} + \beta_{1j}*(\text{gender}_{ij}) + \beta_{2j}*(\text{age}_{ij}) + \beta_{3j}*(\text{education}_{ij}) + \varepsilon_{ij}$

Level-2

$\beta_{0j} = \gamma_{00} + \gamma_{01}(\text{CB}_{j}) + \gamma_{02}(\text{type}_{j}) + u_{0j}$

$\beta_{1j} = \gamma_{10} + u_{1j}$

$\beta_{2j} = \gamma_{20} + u_{2j}$

$\beta_{3j} = \gamma_{30} + u_{3j}$

Multilevel Model-4~6

Level-1

$BCB_{ij} = \beta_{0j} + \beta_{1j}*(gender_{ij}) + \beta_{2j}*(age_{ij}) + \beta_{3j}*(education_{ij}) + \varepsilon_{ij}$

Level-2

$\beta_{0j} = \gamma_{00} + \gamma_{01}(CB_j) + \gamma_{02}(type_j) + u_{0j}$

$\beta_{1j} = \gamma_{10} + u_{1j}$

$\beta_{2j} = \gamma_{20} + u_{2j}$

$\beta_{3j} = \gamma_{30} + u_{3j}$

Note: CB_j refers to vision and culture of corporate branding, leadership and interaction with stakeholders of corporate branding, departmental coordination of corporate branding, training and selection of corporate branding, communication and evaluation of corporate branding.

BPO_{ij} refers to brand self-efficacy, brand accountability, and identification and belongingness of brand.

BCB_{ij} refers to helping behaviors of brand, consideration and enhancement of brand, and sportsmanship and endorsement of brand.

i =individuals, j =organizations; type: 1=food-drink organizations, 0=retailer

organizations

Table 5-10 Hierarchical Linear Modeling Results of the Proposed Model
(Detailed Analyses)

Models Dependent variable Independent variable	Model-1 Brand self-efficacy	Model-2 Brand accountability	Model-3 Identification and belongingness of brand	Model-4 Helping behavior of brand	Model-5 Consideration and enhancement of brand	Model-6 Sportsmanship and endorsement of brand	Model-7 Customer-based brand equity
Individual level							
Intercept	-0.017	0.103	-0.053	0.073	0.018	-0.046	3.769***
Gender	0.107	0.026	0.158	-0.127	0.236**	0.039	
Age	-0.407**	0.062	-0.098	0.142	0.0113	-0.206	
Education	-0.143	0.049	0.113	0.061	-0.223**	0.041	
Organizational level							
Vision and culture of corporate branding	-0.048	-0.026	0.310**	-0.062	0.0139	0.063	
Leadership and interaction with stakeholders of corporate branding	0.275***	0.133**	-0.034	0.074	0.271**	0.199**	
Departmental coordination of corporate branding	-0.115	0.127**	0.056	0.108	-0.05	-0.024	
Training and selection of corporate branding	0.174***	0.19***	0.059	0.062	0.196**	0.1*	
Communication and evaluation of corporate branding	0.206**	-0.033	0.228**	0.023	0.189**	0.075	
Aggregated brand CB							
Helping behaviors of brand							0.042
Consideration and enhancement of brand							0.108**

Table 5-10 Hierarchical Linear Modeling Results of the Proposed Model (Detailed Analyses) (Continued)

Models	Model-1	Model-2	Model-3	Model-4	Model-5	Model-6	Model-7
Dependent variable / Independent variable	Brand self-efficacy	Brand accountability	Identification and belongingness of brand	Helping behaviors of brand	Consideration and enhancement of brand	Sportsmanship and endorsement of brand	Customer-based brand equity
Sportsmanship and endorsement of brand							0.149**
Types	-0.268	0.382**	0.036	0.56***	0.015	0.174**	-0.103
R^2	0.115	0.07	0.04	0.05	0.08	0.05	0.003
Deviance	804.63	801.34	795.78	810.2	807.02	813.17	826.91

[a] Deviance is a measure of model fit. Deviance =-2* log-likelihood of the full maximum-likelihood estimate.

***$P < 0.01$, ** $P < 0.05$, *<0.1, one-tailed examination

5.8.5 Effects of Organization-level Brand CB on Brand Equity

This study further examined analyzed the effect of organization-level brand CB on the brand equity. Since the data of customers' perception is nested with each store, researchers have to investigate the relationship between organization-level brand CB and brand equity. Employees' brand citizenship behavior is aggregated to their corresponding organizations in order to investigate conduct the effect of organization-level brand CB on the brand equity. The results of hierarchical linear modeling present in model-7 of Table 5-10. Two factors of organization-level brand CB, consideration and enhancement of brand and sportsmanship and endorsement of brand, significantly affect the brand equity. That is, consideration and enhancement of

brand and sportsmanship ($\gamma 02=0.108$, $p<0.05$), and sportsmanship and endorsement of brand ($\gamma 03=0.149$, $p<0.05$) have positive effects on the brand equity. The other factor, helping behaviors of brand, positively affects brand equity although the factor don't affect significantly. Consequently, two factors of organization-level brand CB positively affect the brand equity, representing that brand CB contributes to the brand equity.

5.8.6 Intercepts-as-outcomes Model (Effects of BCB on Brand Equity)

Multilevel Model-7

Level-1

Brand equity $_{ij} = \beta_{0j} + \varepsilon_{ij}$

Level-2

$\beta_{0j} = \gamma_{00} + \gamma_{01}(\text{BCB}_j) + \gamma_{02}(\text{type}_j) + u_{0j}$

Note: BCB $_j$ refers to aggregated factors of BCB which include helping behaviors of brand, consideration and enhancement of brand, and sportsmanship and endorsement of brand; i =individuals, j =organizations

type: 1=food-drink organizations, 0=retailer organizations

In conclusion, analytical results in multilevel relationships are discussed as follows. As for individual level analyses, brand psychological ownership positively affects brand citizenship behavior. In the multilevel analyses, results demonstrate that

corporate branding has positive effects on brand psychological ownership and brand citizenship behavior. Organizational-level brand citizenship behavior positively affects the brand equity. It is also found that brand psychological ownership fully mediates the relationship between corporate branding and brand citizenship behavior. Therefore, hypotheses 1-5 proposed by this research are all supported. Detailed analyses in the individual level show most factors of brand psychological ownership have positive effects on factors of brand citizenship behavior. As for multilevel results, detailed analyses show that many factors of corporate branding have positive effects on different dimensions of brand psychological ownership and brand citizenship behavior. Two factors of organization-level brand citizenship behavior have positive effects on the brand equity.

Chapter 6 Conclusion and Suggestion

6.1 Discussions of Hypotheses

Prior research on employees' brand cognitions and brand behavior has mostly focused on individual-level analysis via regression analysis. However, the practices of corporate branding implemented by an organization often involve interactions with multiple stakeholders (Leitch et al., 2003; Knox et al., 2003), and the research data are hierarchical in nature, in that the individuals are nested within organizations. Multilevel analyses can solve the problems (Raudenbush et al., 2002). Therefore, this study proposed a multilevel framework to investigate individual-level and organization-level antecedents of employees' brand cognitions and behavior. Consequently, the relation between employee brand behavior and brand equity was also investigated.

Based on analytical results, hypotheses 1-5 are all supported, thus showing that employees' brand behaviors which contribute to the brand equity are influenced by individual-level and organization-level antecedents. First, brand psychological ownership positively affects brand citizenship behavior, revealing that employees with brand psychological ownership can produce altruistic brand spirit and then display extra-role brand behavior (i.e. brand CB) that may strengthen the brand equity. The results are consistent with the arguments of Pierce et al. (2001) and social exchange

theory (Eisenberger et al., 1986) that high committing and self efficacy mental state contribute to altruistic spirit and extra-role behavior. Second, corporate branding practices regarded as implements to foster brand value through employees, positively affect brand psychological ownership and brand citizenship behavior. The results show that an organization can strongly help employees identify themselves to the brand and trigger altruistic spirit and extra-role brand behavior via corporate branding, which is supportive and high-commitment by its nature, since employees have to be treated that way to live the brand. The result is consistent with the arguments of scholars (Whitener, 2001; Allen et al., 2003; Burmann et al., 2005), who assert that supportive practices can make employees perceive organizational support and trigger their altruistic spirit and brand citizenship behavior. Third, this study finds that employee's brand citizenship behavior contributes to the brand equity, which is regarded as an important market performance metric of the brand. Thus, our finding is consistent with the arguments of Sun et al. (2007), who argue that employees with service-oriented organizational citizenship behavior might serve customers beyond formal role requirements. Furthermore, this research also finds that brand psychological ownership is a cross-level mediator, indicating that employees with brand psychological ownership are more willing to express brand citizenship behavior fostering the brand equity when an organization adopts practices of corporate

branding to strengthen brand value via the interactive processes. This result is consistent with Harris et al. (2001) who argue that an organization may transmit brand values toward employees via interactive process and make their perceptions transformed.

6.1.1 Detailed Discussion of Individual-Level Analyses

As for individual level analyses, this study further investigated the relationships among the factors of brand psychological ownership, and brand organizational citizenship behavior. First, brand self-efficacy positively affects two factors of brand citizenship behavior, including consideration and enhancement of brand, and sportsmanship and endorsement of brand, which is consistent with perspectives of Pierce et al. (2001). Pierce et al. contend that "ownerships and the rights that come with it allow individuals to explore and alter their environment, thus satisfying their innate need to be efficacious". It reveals that employees with brand psychological ownership may feel they are effective in brand-related activities, produce brand-related altruistic spirit (i.e., brand sportsmanship), follow brand guidelines before actions, and then foster brand-related knowledge aggressively. Second, brand accountability positively affects three factors of brand citizenship behavior, including helping behavior of brand, consideration and enhancement of brand, and sportsmanship and endorsement of brand, which is consistent with the arguments of

Van Dyne et al. (2004). Van et al. contend that feeling of ownership and control toward an object may trigger a sense of responsibility, that is, employees with brand psychological ownership may produce helping behavior toward multiple stakeholders, have brand-oriented altruistic spirit (Burmann et al. 2005), follow brand-related guideline before actions, and then actively enhance brand-related skills. Third, identification and belongingness of brand also positively affects three factors of brand citizenship behavior, which is consistent with arguments of Avey et al. (2009). Avey et al. assert that individuals define themselves by the specific targets which are classified as the extension of the self and feel they belong to the target (i.e., corporate brand). The results show that employees with brand psychological ownership may identify the brand, and feel that they belong to the corporate brand, thus producing brand citizenship behavior, such as helping behavior, brand-related altruistic spirit, and following brand guidelines before actions.

6.1.2 Detailed Discussion of Multilevel Analyses

In the multilevel analyses, this study examines the effects of factors of corporate branding on factors of employee's brand psychological ownership and brand citizenship behavior. Several detailed effects of corporate branding on brand psychological ownership are discussed as follows. First, the factor, vision and culture of corporate branding, positively affects identification and belongingness of brand,

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indicating that an organization can make individuals identify the corporate brand and then feel belonging toward the corporate brand via vision, culture, and image of corporate brand (Hatch et al., 2003). Second, the factor, leadership and interaction with stakeholders of corporate branding, positively affects brand self-efficacy and brand accountability, revealing that an organization can make employees feel they are effective in brand-related activities and feel responsible for the corporate brand via leadership and interaction with stakeholders of corporate branding. For example, brand leaders who interact with customer-contacting employees may make employees feel they can response customers' feedbacks to the organization and then feel effective in brand-related activities, thus producing responsibility for the corporate brand (Knox et al., 2003). Third, the factor, departmental coordination of corporate branding, positively affects brand accountability, revealing that an organization can utilize departmental coordination of corporate branding to make individuals produce congruent perceptions (Harris et al., 2001) and feel responsible for the corporate brand. Fourth, the factor, training and selection of corporate branding, positively affects brand self-efficacy and brand accountability, revealing that an organization can adopt brand-centered HR practices (i.e., training and selection) to make employees produce positive cognitions and attitudes (Burmann et al., 2005). Fifth, the factor, communication and evaluation of corporate branding, positively influences brand

self-efficacy and identification and belongingness of brand, indicating that that an organization can make employees have congruent perceptions and positive cognitions via brand communication (Balmer, 2001; Harris et al. 2001; Kay, 2006), thus feeling effective in brand-related activities and producing identification and belongingness toward the corporate brand.

The detailed effects of corporate branding on brand citizenship behavior are discussed as follows. First, consideration and enhancement of brand is positively affected by practices of corporate branding, including leadership and interaction with stakeholders of corporate branding, training and selection of corporate branding, and communication and evaluation of corporate branding. The results represent that employees are willing to follow brand guidelines before actions and enhance brand-related skills and knowledge when employees have good interactions with leaders and multiple stakeholders, good brand-related training, and access to brand-related information via communications. Third, leadership and interaction with stakeholders of corporate branding and selection of corporate branding positively affect sportsmanship and endorsement of brand, indicating that employees are willing to endorse for the corporate brand or attenuate inconveniencies caused by brand-related activities when they are well trained and have interactions with leaders and multiple stakeholders.

6.2 Implications and Suggestion

6.2.1 Implication of Hypotheses Examination

The findings of this study have practical implications for organizations. Based on the results of Hypothesis 1-5, brand psychological ownership positively affects brand citizenship behavior. Corporate branding positively affects brand psychological ownership and brand citizenship behavior. Organization-level brand CB positively affects the brand equity. Brand psychological ownership fully mediates the relationship between corporate branding and brand citizenship behavior in the multilevel relationship. According to the results, this study sheds some light on how to foster positive brand attitudes and brand behaviors of employees via practices of corporate branding. First, brand psychological ownership positively affects brand citizenship behavior, revealing that employees' positive cognitions contribute to their positive behavior. A franchise organization which hopes customer-facing employees to perform positive behavior (e.g., brand CB) has to first make employees produce positive cognitions (e.g., brand PO) via organizational mechanisms. Second, practices of corporate branding can make employees produce brand psychological ownership, indicating that an organization can utilize practices of corporate branding to make employees identify the corporate brand and perceive they are effective in brand-related activities, thus producing brand psychological ownership (e.g., brand

accountability). For example, departmental coordination of corporate branding, which contributes to congruence perceptions of employees from different departments (Harris et al., 2001), make employees of different departments easier to share brand knowledge, work together, and then feel responsible for the corporate brand. In the situation of departmental coordination, employees who have mutual trust, respects, and loyalty with colleagues of different departments can produce congruent perceptions toward the corporate brand and have responsibility for enhancing brand equity. Therefore, a franchise organization has to adopt practices of corporate branding (e.g., departmental coordination and interaction with stakeholders) which make employees produce brand psychological ownership contributing to their service behavior. Third, practices of corporate branding can also help an organization promote employees' brand citizenship behavior, such as consideration and enhancement of brand. Yet, the effects of corporate branding on brand citizenship behavior are not as strong as corporate branding on brand psychological ownership. Also, the effects of corporate branding on brand citizenship behavior are mediated by the effects on brand psychological ownership. Therefore, managers of corporate branding may have to strengthen the linkage between brand psychological ownership on brand citizenship behavior to help employees produce the altruistic behavior. Fourth, organization-level brand CB positively affects brand equity, especially,

indicating that employees' brand altruistic behavior may foster brand equity. Consequently, the results represent that practices of corporate branding affect the cognitive awareness of membership toward the corporate brand (Hirst, Van Dick and Van Knippenberg, 2009; Meyer, Becker and Van Dick, 2006), employees who identify the corporate brand may produce brand psychological ownership and brand citizenship behavior, thus contributing to the brand equity.

6.2.2 Implication of Detailed Analyses in Individual Level

As for detailed analyses in individual level, most factors of psychological brand ownership have positive effects on brand citizenship behavior. Brand self-efficacy positively affects consideration and enhancement of brand, and sportsmanship and endorsement of brand, indicating that an organization can adopt some practices (e.g., employee participation in decision making) to make employees feel they are effective in brand-related activities and then producing positive brand behaviors, such as the tolerance toward inconvenience caused by brand-related activities. From the in-depth interview of Burger King, first-line employees who have the rights to participate in brand-related activities and response customer feedbacks to the organization feel they are effective in Burger King, thus following brand guidelines before interacting with customers. Therefore, a franchise organization has to adopt an organizational mechanism (e.g., brand leadership and interaction with stakeholders) which can make

employees feel they express their opinions via interaction with brand leaders and perceive they are effective in brand-related activities, thus making employees follow brand guidelines before interacting with customers. Brand accountability has positive effects on helping behavior of brand, consideration and enhancement of brand, and sportsmanship and endorsement of brand, indicating that an organization can adopt some practices, which let employees feel they are closely associated with the brand, make employees called on to justify their beliefs, feelings, and actions of the corporate brand to others (Lerner et al., 1999; Avey et al., 2009), thus contributing to positive brand behavior, such as helping behavior toward internal stakeholders (e.g., colleagues) and external stakeholders (e.g., customers). From the in-depth interview of 7-Eleven, customer-facing employees who feel they are responsible for the corporate brand may service customers as their family and help customers voluntarily. Therefore, a franchise organization has to adopt an organizational mechanism (e.g., departmental coordination) to make employees have congruent perceptions and feel responsible for the corporate brand and be willing to help internal and external stakeholders (e.g., colleagues and customers). Identification and belongingness of brand also positively affect three factors of brand citizenship behavior, indicating that an organization can adopt some practices (e.g., communication and evaluation of corporate branding) to make employees identify the brand and have belongingness

toward the brand, thus producing positive behavior, such as following brand guidelines before interactions with multiple stakeholders. From the in-depth interview of McDonald, employees in McDonald feel their image as the extension of McDonald image and have belongingness to the corporate brand, thus helping customers voluntarily and tolerating inconveniences caused by brand-related activities. Thus, a franchise organization has to adopt organizational mechanisms (e.g., vision and culture of corporate branding) to make employees have congruent personal values, thus making employees identify the corporate brand and have belongingness toward the corporate brand.

6.2.3 Implication of Detailed Analyses in Multilevel Analyses

Corporate branding that focuses on the interaction with multiple stakeholders makes internal stakeholders (i.e. employees) identify with the corporate brands and external stakeholders (e.g., customers) produce positive perceptions toward the corporate brand, thus contributing to the brand equity. In the multilevel analyses, this research has some suggestions on how to foster positive brand cognitions and behavior of employees via corporate branding. First, leadership and interaction with stakeholders of corporate branding, training and selection of corporate branding and communication and evaluation of corporate branding positively affect brand self-efficacy, revealing that an organization can make employees feel they are

effective in brand-related activities through brand-centered HR practices, brand

leadership, interaction with multiple stakeholders and brand communication, which is

consistent with arguments of scholars (Balmer, 2001; Burmann et al., 2005; Kay,

2006). As argued by Kay (2006), brand leaders can help employees to develop

identities of the corporate brand, and make employees feel effective in brand-related

activities in the interactive processes with multiple stakeholders and more willing to

share idea and knowledge via practices of brand communication, thus contributing to

brand self-efficacy.

Take Wang Steak as an example. Wang Steak which is regarded as the largest and

best-service quality-award winning franchisee organization adopts "Awaking Lion

Program" to cultivate brand leaders. The program selects employees with

entrepreneur spirit and creativity for corporate branding, and gives potential brand

leaders abundant support for training and enhancement of brand-related knowledge

and skills. Employees in Wang Steak have rights to participate in monitoring brand

performance and sharing key information with colleagues. Furthermore, Wang Steak

also cultivates different brand personality via different specifications of corporate

brand, such as customer-facing employees' characteristics and behavioral code

(Managers Today, 2008). Based on practices of Wang Steak, this research argues

practices of corporate branding (e.g., brand leadership and brand-centered HRM) can

be adopted by a franchise organization to make employees feel they have ownership of the organization, thus producing brand psychological ownership.

Second, leadership and interaction with stakeholders of corporate branding, departmental coordination of corporate branding, and training and selection of corporate branding positively affect brand accountability. The results represent that employees feel responsible for the corporate brand when brand leaders lead these employees to achieve brand goals. In the departmental coordination, employees who have accesses to brand information and rights to participate in brand-related decision making can feel responsible for enhancing brand values. Take Wang Steak as an example. The practice of "Awaking Lion Program" makes employees perceive that the organization supports them. Consistent with arguments of Masterson et al. (2003), this research finds that employees who perceived organizational support of Wang Steak have belongingness toward the corporate brand, and feel responsible for the brand equity. The enhancement of brand equity is proved by results in many fast-growing restaurant brands (Ministry of Economics, Taiwan, 2010). Therefore, practices of corporate branding (e.g., brand leadership, departmental coordination, and brand-centered HRM) can be adopted to make employees feel responsible for brand-related activities.

Third, vision and culture of corporate branding, and communication and

evaluation of corporate branding have positive effects on identification and belongingness of brand, representing that an organization can make employees identify the corporate brand and have the feeling of belongingness toward the corporate brand, which is consistent with assertions of scholars (Avey et al., 2009; Burmann et al., 2005). The results also represent that an organization can make employees identify the corporate brand via transmitting visions, culture, and norms of corporate brand and communicating key information toward employees. Take 7-Eleven as an example. Sincerity, sharing, and innovation which are values proposed by senior mangers to transmit toward organizational members via various kinds of communication channels, such as interaction with multiple stakeholders and formal meetings. Customer-facing employees who are communicated with values of 7-Eleven culture identify the corporate brand, thus producing positive cognitions (i.e., brand psychological ownership).

Fourth, practices of corporate branding, which include leadership and interaction with stakeholders of corporate, training and selection of corporate branding, and communication and evaluation of corporate branding, positively affect consideration and enhancement of brand. When brand leaders help employees to develop identities of the corporate brand (Kay, 2006), employees also identify brand-related regulations and are willing to follow brand guidelines. Also, an organization can make employees

understand the purposes of brand guidelines and then let them voluntarily follow

brand guidelines through brand communication (Harris et al., 2001; Burmann et al.,

2005). Therefore, practices of corporate branding (e.g., brand leadership, interaction

with stakeholders, brand-centered HRM, and brand communication) can be adopted

by a franchise organization to make employees enhance brand-related knowledge and

follow brand guidelines before interacting with customers.

Fifth, leadership and interaction with stakeholders of corporate, and training and

selection of corporate branding positively affect sportsmanship and endorsement of

brand, revealing that brand leadership, interaction with multiple stakeholders, and

brand-centered HR practices make employees identify the corporate brand (Kay, 2006)

and willing to attenuate inconveniencies caused by brand-related activities. Take

Wang Steak as an example. Brand-centered HRM takes customer response as an

important performance review criterion, thus making customer-facing employees treat

customers as family and tolerate inconveniencies caused by brand-related activities.

Therefore, practices of corporate (e.g., brand leadership, interaction with stakeholders,

brand-centered HRM, brand communication) can be adopted by a franchise

organization to make employees produce brand-related altruistic spirit and be willing

to follow brand-related guidelines before actions.

As for the detailed effects of organization-level brand CB on the brand equity,

consideration and enhancement of brand, and sportsmanship and endorsement of brand positively affect the brand equity, which is consistent with argument of Burmann et al. (2005). That is, employees with components of brand CB may express positive attitudes, friendliness, helpfulness, and empathy toward customers. Therefore, franchise organizations have to pay attention to brand citizenship behavior, such as consideration and enhancement of brand and sportsmanship and endorsement of brand. Practices of corporate branding (e.g., brand leadership, interaction with stakeholders, brand-centered HRM, brand communication) can also be adopted by franchise organizations to make employees produce these brand citizenship behavior, thus contributing to brand equity.

6.3 Contributions, Limitations and Future Study

6.3.1 Contributions

Important contributions of this study should be noted. First, a new construct, brand psychological ownership, is discussed by this study to understand the mental process of employees who participate in brand-related activities. Second, scale developments of corporate branding, brand psychological ownership, and brand citizenship behavior are conducted by this research. Researchers can utilize these measurement items to investigate the phenomenon in the future study. As for the scale developments, five factors of corporate branding obtained from the process of scale

development include communication and evaluation of corporate branding, departmental coordination of corporate branding, leadership and interaction with stakeholders of corporate branding, training and selection of corporate branding, and vision and culture of corporate branding. Three factors of brand psychological ownership obtained by this study include identification and belongingness of brand, brand self-efficacy, and brand accountability. Three factors of brand citizenship behavior obtained by this study include sportsmanship and endorsement of brand, helping behavior of brand, and consideration and enhancement of brand. In fact, the practical phenomena of corporate branding, brand psychological ownership, and brand citizenship behavior have existed for several years, and concepts related to corporate branding, brand psychological ownership, and brand citizenship behavior have been discussed by many practitioners and researchers. Therefore, the indicators of corporate branding, brand psychological ownership, and brand citizenship behavior obtained from the processes of the scale development can be utilized by academics and practitioners to explore new knowledge.

Third, discriminant and convergence validity are also investigated by this study to prove that brand psychological ownership, organizational psychological ownership, organizational commitment, and organizational citizenship behavior are different constructs. Fourth, the relationship between brand psychological ownership and brand

citizenship behavior is investigated by this research to prove that employees' positive

cognitions contribute to employees' positive behavior. Fifth, the multilevel

relationships have been investigated. The relationship between corporate branding and

brand psychological ownership is investigated by this research to prove that practices

of corporate branding can make employees perceive the ownership of brand-related

activities, thus producing brand psychological ownership. The relationship between

corporate branding and brand citizenship behavior is investigated by this research to

prove that corporate branding can make employees produce brand extra-role behavior,

improving customers' perception toward the corporate brand. Sixth, the effect of

organization-level brand CB on brand equity is empirically tested. The factors of

brand citizenship behavior which positively affect brand equity can help researchers

and practitioners to understand what kinds of brand citizenship behavior contribute to

brand equity. The results can shed some lights on fostering brand equity. Seventh,

three types of data from supervisors, employees and customers are utilized by this

study to attenuate the bias of common method variance. Eighth, multilevel approaches

adopted by this study allowed this study to examine the effects of organization-level

variables on individual-level variables while keeping the organization-level variables

for the predictors, thus obtaining estimates which are less biased than the traditionally

used of single-level analysis method. Ninth, the multilevel mediating role of brand

psychological ownership is identified by this research that brand psychological

ownership plays an important role in the process of corporate branding. It reveals that

managers have to consider the mental process of customer-facing employees in the

process of corporate branding.

6.3.2 Limitations and Future Study

Several limitations and future study are discussed as follows. First, the data in

this research was collected from 35 franchise organizations not randomly selected

from Taiwan markets; therefore, the generalizability of research results to the whole

industry or other industries are limited. In the future, data could be collected using a

random sample and/or from different industries to further examine the differences.

Second, Schwab (2005) argued that researchers should use longitudinal data to

examine causal relationships to reduce the CMV bias. However, the individual-level

data utilized by this study was collected at one period of time thus longitudinal data

may be utilized in a future study. Third, this study only utilized two-levels of

hierarchical linear modeling for the analysis, while a future study may utilize

three-level analyses (e.g., strategy) to investigate the relations between brand-centered

strategy, corporate branding, brand psychological ownership, and brand citizenship

behavior comprehensively. Fourth, this study only investigated the relation between

brand psychological ownership and brand citizenship behavior in individual-level

analyses, and a future study may investigate individual-level relations with other constructs, such as person-brand fit, and brand commitment to obtain a more complete understanding of corporate branding. Fifth, this study focuses on the positive effects of brand psychological ownership; a future study can investigate the negative effects of brand psychological ownership to get a comprehensive understanding. Sixth, this study utilizes store types as the organization-level control variable and gender, age, education as the individual-level control variables; researchers can utilize scale, organizational commitment, job satisfaction, and social desirability as control variables in the future study. Seventh, researchers can collect the data of brand equity from the secondary data in the future. Eighth, researchers can investigate how franchise organizations interact with multiple stakeholders in the future study.

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Table 1 Organization-level Questionnaires

Items of Corporate branding

V1.Our company transmits the vision of the corporate brand toward organizational members through various kinds of channels

V2.Our company transmits belief, value, and norm of the corporate brand toward organizational members through various kinds of channels

V6.Our company may accept the suggestion provided by other stakeholders (e.g., supplier and government) in order to enhance service quality and brand image.

V7.Our company may provide good product and service quality in order to realize brand commitment.

V8.Our senior managers make brand strategies which are based on values of the corporate brand proposed by our company.

V9.Our senior managers make clear brand goals which let employees follow.

V10.In order to enhance brand value, our senior managers adjust contents of product and service according to the responses of customers.

V14.Different departments of our company work together for designing activities of improving brand image.

V15.Different departments of our company often discuss how to make employees express brand behaviors.

V16.Different departments of our company often exchange information in order to make each department more understand customers' perception of the corporate brand.

V20.When the market share of the brand enhances, our company rewards employees who participate in brand-related activities.

Table 1 Organization-level Questionnaires (Continued)

Items of Corporate branding

V22.Our company makes newcomers understand brand-related value and spirit through training.

V23.Our company makes personal value and behaviors of employees consistent with brand value through training courses.

V26.Our company considers personal value of applicants to recruit employees with person-brand fit.

V30.Our company makes employees compare their behaviors with a brand-related standard via self-evaluation or colleague-evaluation.

V31.Our company regularly assesses employees' contribution toward the brand value.

V33.Our company often transmits values of the brand toward organizational members through various kinds of informal channels, such as interactions between colleagues.

V34.Our company often transmits values of the brand toward organizational members through various kinds of formal channels, such as regular meetings.

V35.Our company often transmits values of the brand toward stakeholders through interactions between organizational members and stakeholders (e.g., customers, suppliers, and the government).

V36.Our company often transmits values of the brand toward stakeholders through various kinds of communicative channels, such as advertisements, meetings, public relations, and networks.

Items of corporate branding which do not have expertise validity are deleted: V11, V12, and V13. Items of corporate branding which have cross loadings are deleted: V3, V4, V5, V17, V18, V19, V21, V24, V25, V27, V28, V29, V32, and V37. Contents of deleted items are showed on pp. 57-60.

Table 2 Individual-level Questionnaires- BPO

Items of Brand Psychological Ownership

V1. I feel I have influence on the corporate brand.

V3. I feel that I can successfully transmit the brand value in the process of interacting with customers.

V4. I feel that I can successfully respond customers' feedbacks to the company.

V5. I feel that I can successfully advise the company about brand-related thoughts.

V9. I feel that realizing values of corporate brand is my responsibility.

V10. When others criticize the corporate brand, I may solve the problem according to sources of the problem.

V11. I defend the brand image when others criticize it.

V13. I feel the corporate brand is like may brand.

V14. I feel I am closely linked with the corporate brand.

V15. I like the corporate brand.

V16. I like the image and personality of the corporate brand a lot.

V17. I identify beliefs, values, and norms of the corporate brand.

V18. I identify the vision of the corporate brand.

V19. I identify activities related to the corporate brand.

V20. I feel the success of the corporate brand is like my success.

Items of brand psychological ownership which have cross loadings are deleted: V2, V6, V7, V8, and V12. Contents of deleted items are showed on pp. 78-79.

Table 3 Individual-level Questionnaires- BCB

Items of Brand Citizenship Behavior

V1. I regard customers as my family and solve their problems as I do mine.

V2. I solve problems of customers voluntarily to foster brand value.

V3. I voluntarily help newcomers to foster service quality and brand value.

V8. I voluntarily participate in brand-related activities.

V10. I never complain about inconveniences caused by brand-related activities.

V11. I tolerate inconveniencies caused by brand-related activities to satisfy customers and enhance brand value.

V12. I am willing to endorse the brand and voluntarily transmit brand value to newcomers or friends.

V13. I am willing to endorse the brand and have trust and loyalty toward the brand.

V14. I am willing to endlessly enhance brand-related skills.

V15. I strengthen my professional knowledge to foster brand value.

V17. I voluntarily provide new information and ideas for the brand to enhance brand value.

V18. Regardless of positive or negative information, I voluntarily respond to customers' thoughts on my company.

Items of brand citizenship behavior which have cross loadings are deleted: V4, V5, V6, V7, V9, and V12. Contents of deleted items are showed on pp. 79-80.

Table 4 Questionnaires of Brand Equity

Items of Brand Equity

1. I consider myself to be loyal to the store brand.

2. The store brand would be my first choice.

3. I will not buy other brands if the store brand is available.

4. The likely quality of the store brand is extremely high.

5. The likelihood that the store brand would be functional is very high.

6. I can recognize the store brand among other competing brands.

7. I am aware of the store brand.

8. Some characteristics of the store brand come to my mind quickly.

9. I can quickly recall the symbol or logo of the store brand.

Table 5 Franchise Organizations That Accept Surveys

商店名稱	商店名稱
王品牛排	摩斯漢堡
7-11	Subway
丹尼斯	全聯
岩島成	Formosa Chang
蘇杭	肯德基
85 度 C	拿坡理
漢堡王	頂呱呱
我家牛排	Mr. Brown
全家	萊爾富
鮮芋仙	西堤牛排
麥當勞	陶板屋
八方雲集	聚
一之軒	原燒
爭鮮	品田牧場
伍十嵐	勝博殿
OK	必勝客
三商巧福	ikik
四海遊龍	

Table 6 Participants of In-depth Interviews of Corporate Branding

受訪者	職級	組織類型	訪談時間
受訪者 1	行銷總監	餐飲業連鎖	2 小時
受訪者 2	管理總監	餐飲業連鎖	2 小時
受訪者 3	總經理	餐飲業連鎖	1.5 小時
受訪者 4	公關經理	零售業連鎖	1.5 小時
受訪者 5	總部經理	零售業連鎖	1.5 小時
受訪者 6	店長	零售業連鎖	1 小時
受訪者 7	店長	餐飲業連鎖	1 小時
受訪者 8	店長	零售業連鎖	40 分鐘
受訪者 9	襄理	餐飲業連鎖	1 小時
受訪者 10	店長	餐飲業連鎖	40 分鐘

Table 7 Participants of In-depth Interviews of BPO and BCB

受訪者	職級	組織類型	訪談時間
受訪者 1	服務人員	零售業連鎖	1.5 小時
受訪者 2	服務人員	餐飲業連鎖	1.5 小時
受訪者 3	服務人員	零售業連鎖	1 小時
受訪者 4	服務人員	餐飲業連鎖	1 小時
受訪者 5	服務人員	零售業連鎖	1 小時
受訪者 6	服務人員	餐飲業連鎖	1 小時
受訪者 7	服務人員	零售業連鎖	40 分鐘
受訪者 8	服務人員	餐飲業連鎖	1 小時
受訪者 9	服務人員	餐飲業連鎖	40 分鐘
受訪者 10	服務人員	餐飲業連鎖	1 小時

Table 8 Multilevel Data Collection Procedure

Level	Period	Distributed Samples	Valid Samples	Valid Response Rate
Organizational level (for store managers)	October, 2009 ~ November, 2009	160	135	46.7%
	December, 2009 ~ January, 2010	170	140	36.4%
Individual level (for employees)	October, 2009 ~ November, 2009	200	178	89%
	December, 2009 ~ January, 2010	220	183	83%
Customers	January, 2010 ~ March, 2010	1300	577	44.39%

Chinese Questionnaire of Corporate Branding−主管問卷

親愛的先生、女士,您好:

感謝您在百忙之中抽空填寫此份問卷!您的協助對於本研究的進行非常重要。您的回應對我們的研究十分寶貴!

此篇研究乃要探討主管對公司品牌管理與員工品牌行為的認知。本問卷的結果,僅供學術研究之用,並採無記名的方式進行整理與分析。因此,除研究者之外,不會有其他人看到您的個人資料,請放心作答。

此問卷之題目本身並無任何標準答案或對錯,所以請依您個人的實際感受或想法,選擇相符的項目填寫。

非常感謝您的合作。

敬祝

順心如意、身體健康!

問卷內容

本問卷的內容,包括問卷的題項,以及個人基本資料題項。請您依序填答。

第一部份的問卷是關於主管對公司品牌管理的認知,題項的答案從『非常不同意(1)』到『非常同意(5)』共分為五個不同選項。請依您個人的實際感受或想法,選擇相符的數字,填答於題後的空欄內。

第一部份問卷由此開始

		非常不同意 1	2	3	4	非常同意 5
1.	公司會經由各種管道向組織成員傳達公司**品牌**所主張的願景	☐	☐	☐	☐	☐
2.	公司會經由各種管道向組織成員傳達公司**品牌**所主張的信念、價值觀、規範	☐	☐	☐	☐	☐
3.	本公司會創造一個氛圍，以實現**品牌**所主張的價值	☐	☐	☐	☐	☐
4.	公司會接受組織成員的意見，以提升服務品質及**品牌**形象	☐	☐	☐	☐	☐
5.	公司會接受顧客所提供的意見，以提升服務**品質**及品牌形象	☐	☐	☐	☐	☐
6.	公司會接受其他利害關係人的意見(如供應商、政府)，以提升服務**品質**及**品牌**形象	☐	☐	☐	☐	☐
7.	為了實現公司對顧客的**品牌**承諾，公司會提供好的產品或服務品質	☐	☐	☐	☐	☐
8.	公司的主管會根據公司主張的**品牌**價值，制訂經營策略	☐	☐	☐	☐	☐
9.	公司的主管會訂定明確的**品牌**目標，使員工可以遵循	☐	☐	☐	☐	☐
10.	公司的主管會依據顧客所反應的意見來調整產品與服務的內容，以提升公司**品牌**價值	☐	☐	☐	☐	☐
11.	公司的主管會激勵員工為**品牌**的發展與改善提供建言	☐	☐	☐	☐	☐
12.	公司的主管會促使員工積極參與公司**品牌**建立的活動	☐	☐	☐	☐	☐
13.	公司的主管會清楚地向組織成員傳達公司**品牌**的價值	☐	☐	☐	☐	☐
14.	公司不同的部門會共同設計提升**品牌**形象的活動	☐	☐	☐	☐	☐
15.	公司不同的部門經會常討論，如何使員工能表現**品牌**精神的行為	☐	☐	☐	☐	☐
16.	公司不同的部門經常有資訊的交流，使得各部門更瞭解顧客對公司**品牌**的知覺	☐	☐	☐	☐	☐
17.	公司不同的部門會共同努力實現公司**品牌**的價值主張與承諾	☐	☐	☐	☐	☐
18.	當員工表現出提升**品牌**價值的行為時，公司會給予非正式的鼓勵，例如口頭上嘉獎	☐	☐	☐	☐	☐
19.	當員工表現出提升**品牌**價值的行為時，公司會給予正式的鼓勵，例如獎金、休假的機會	☐	☐	☐	☐	☐
20.	當**品牌**的市場佔有率提升時，公司會獎勵參與的員工	☐	☐	☐	☐	☐
21.	公司對提出與**品牌**有關的創意或想法的員工，常給予獎勵	☐	☐	☐	☐	☐
22.	公司針對新進員工，會透過訓練活動，使得員工認識**品牌**	☐	☐	☐	☐	☐

		非常不同意 1	2	3	4	非常同意 5
	的精神與價值					
23.	公司會透過一系列的訓練課程,使員工的觀念、行為合乎**品牌**價值	☐	☐	☐	☐	☐
24.	公司很重視**品牌**經營人才的培養	☐	☐	☐	☐	☐
25.	公司會透過工作中的訓練,向員工傳達服務的技巧,以讓員工表現出合乎**品牌**價值的行為	☐	☐	☐	☐	☐
26.	在人才徵選時,公司會考慮應徵者的價值觀是否與**品牌**價值契合	☐	☐	☐	☐	☐
27.	公司在徵選人員時,會考慮應徵者的人格特質,以選擇與公司**品牌**個性契合的員工	☐	☐	☐	☐	☐
28.	公司的**品牌**形象,對公司在員工招募時,有正面的助益	☐	☐	☐	☐	☐
29.	公司在評估員工的績效時,會將員工對**品牌**的行為表現列入考量	☐	☐	☐	☐	☐
30.	公司會應用員工的自評或互評,使員工檢討本身的行為是否對**品牌**的價值有所貢獻	☐	☐	☐	☐	☐
31.	公司會定期評估員工對**品牌**價值的貢獻	☐	☐	☐	☐	☐
32.	公司在發展新產品(新服務)時,常常對員工溝通**品牌**的精神、內涵、價值	☐	☐	☐	☐	☐
33.	公司內部常常透過各種非正式溝通管道(如同事之間的互動),向組織成員傳遞**品牌**相關的價值	☐	☐	☐	☐	☐
34.	公司內部常常透過各種正式溝通 (如會議),向組織成員傳遞**品牌**相關的價值	☐	☐	☐	☐	☐
35.	公司會透過各階層員工與外部利害關係人(如顧客、供應商、政府)互動,傳達公司**品牌**價值	☐	☐	☐	☐	☐
36.	公司會透過各種溝通管道(如廣告、會議、公關活動、網路等)向外部利害關係人傳達公司**品牌**價值	☐	☐	☐	☐	☐
37.	公司會定期評估公司**品牌**的溝通成效	☐	☐	☐	☐	☐

社會期許題項

　　以下是關於**社會期許題項**，請依您個人實際的感受或想法，選擇實際相符的答案(1.是　2.否)。

一、有時候如果別人不鼓勵我，我很難繼續我的工作:(　) 1.是　2.否。

二、當事情沒有依照我要的方式進行，我會感覺到憤慨:(　) 1.是　2.否。

三、不管誰與我說話，我總是一個好的傾聽者:(　) 1.是　2.否。

四、我曾經利用了別人:(　) 1.是　2.否。

五、我總是願意承認我所犯的錯誤:(　) 1.是　2.否。

六、有時我會想要報復，而不是饒恕:(　) 1.是　2.否。

七、我總是彬彬有禮，甚至是對那些讓我不愉快的人:(　) 1.是　2.否。

八、當別人的想法與我完全不同時，我從來不會感到惱怒:(　) 1.是　2.否。

九、有時候我很嫉妒別人的好運:(　) 1.是　2.否。

十、有時我會被向我尋求我好處的人所激怒:(　) 1.是　2.否。

十一、　我從來不會故意說一些傷害別人感情的話:(　) 1.是　2.否。

個人資料題項

一、請問您的性別：(　)1.男性 2.女性。

二、請問您的婚姻狀況：(　)1.已婚　2.未婚　3.其他。

三、請問您的年齡：(　) 1. 25 歲及以下 2. 26-35 歲 3. 36-45 歲 4. 46-55 歲
　　　　　　　　 5. 56-65 歲 6. 66 歲以上。

四、請問您的教育程度：(　) 1.國中 2.高中/高職 3.大專/大學 4.碩士以上 5.其他。

五、請問您目前的職位是：(　)1.第一線服務人員(員工)2.基層主管 3.中階主管
　　　　　　　　　　　　 4.高階主管。

六、請問您在貴公司的服務年資：(　)1. 1 年以下 2. 1-2 年 3. 3-4 年 4. 5-6 年
　　　　　　　　　　　　　　　 5. 7-8 年 6. 9 年以上。

七、請問你的公司(商店)型態：(　)1.直營　2.加盟　3.其他。

八、請問你的工作型態：(　)1.全職　2.兼職　3.其他。

九、請問你的公司(商店)品牌名稱：＿＿＿＿＿＿＿＿＿＿＿。

最後，請您再次檢查是否有遺漏未填的項目！
我們由衷誠摯地感謝您的合作，謝謝！

Chinese Questionnaire of BPO and BCB-員工問卷

親愛的先生、女士，您好：

感謝您在百忙之中抽空填寫此份問卷！您的協助對於本研究的進行非常重要。您的回應對我們的研究十分寶貴！

　　此篇研究乃要探討員工對公司品牌的認知與行為、員工對公司的認知。本問卷的結果，僅供學術研究之用，並採無記名的方式進行整理與分析。因此，除研究者之外，不會有其他人看到您的個人資料，請放心作答。

　　此問卷之題目本身並無任何標準答案或對錯，所以請依您個人的實際感受或想法，選擇相符的項目填寫。

　　非常感謝您的合作。

　　敬祝

　　順心如意、身體健康！

問卷內容

　　本問卷的內容，包括問卷的題項，以及個人基本資料題項。請您依序填答。

　　第一部份的問卷是關於員工對公司(商店)品牌的認知，題項的答案從『非常不同意（1）』到『非常同意（5）』共分為五個不同選項。請依您個人的實際感受或想法，選擇相符的數字，填答於題後的空欄內。

第一部份問卷由此開始

	非常不同意 1	2	3	4	非常同意 5
1. 我覺得我對公司**品牌**具有影響力	☐	☐	☐	☐	☐
2. 我覺得我有把握向家人或朋友介紹公司的**品牌**價值	☐	☐	☐	☐	☐
3. 我總能成功地向顧客傳遞公司**品牌**價值	☐	☐	☐	☐	☐
4. 我覺得我能夠有效地將顧客的意見向公司反應	☐	☐	☐	☐	☐
5. 我可以向公司建議公司**品牌**相關的想法	☐	☐	☐	☐	☐
6. 我希望我的形象與公司的**品牌**形象一致	☐	☐	☐	☐	☐
7. 我希望我的親朋好友會覺得我的個人形象與公司**品牌**形象一致	☐	☐	☐	☐	☐
8. 我會希望顧客們覺得我的服務表現與公司**品牌**形象相符	☐	☐	☐	☐	☐
9. 我覺得實現公司的**品牌**價值是自己的責任	☐	☐	☐	☐	☐
10. 當別人在批評公司**品牌**時,我們會針對問題的原由加以改進	☐	☐	☐	☐	☐
11. 我會維護公司的**品牌**形象,例如別人在批評時,我會加以辯護	☐	☐	☐	☐	☐
12. 當別人在讚美公司的**品牌**時,我會感覺像是在讚美自己一樣	☐	☐	☐	☐	☐
13. 我覺得公司的**品牌**像是我的**品牌**	☐	☐	☐	☐	☐
14. 我認為公司的**品牌**與我息息相關	☐	☐	☐	☐	☐
15. 我喜歡我們的公司**品牌**	☐	☐	☐	☐	☐
16. 我很喜歡我們公司**品牌**的形象與個性	☐	☐	☐	☐	☐
17. 我認同公司**品牌**所主張的信念、價值、規範	☐	☐	☐	☐	☐
18. 我認同公司**品牌**所主張的願景	☐	☐	☐	☐	☐
19. 我認同公司**品牌**相關的活動	☐	☐	☐	☐	☐
20. 我覺得公司**品牌**的成功就是我的成功	☐	☐	☐	☐	☐

第二部份的問卷是關於**員工的品牌行為**,請依您個人的實際感受或想法,選擇相符的數字,填答於題後的空欄內。

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第二部份問卷由此開始

		非常不同意 1	2	3	4	非常同意 5
1.	我會把客人當作是家人一樣服務，解決客人的問題就像解決自己的問題	☐	☐	☐	☐	☐
2.	為了公司的**品牌**價值，我會站在顧客的角度，主動為顧客解決問題	☐	☐	☐	☐	☐
3.	為了公司的**品牌**價值，我會幫助新進人員，以提升整體服務品質	☐	☐	☐	☐	☐
4.	我在服務顧客時，我總是遵循**品牌**相關的行為指導方針	☐	☐	☐	☐	☐
5.	在沒有監督的情況下，我仍然遵循公司**品牌**的指導方針	☐	☐	☐	☐	☐
6.	我在處理顧客抱怨時，我總是遵循**品牌**相關的行為指導方針	☐	☐	☐	☐	☐
7.	為了維護**品牌**的價值，我會表現出主動的行為，以滿足顧客的需要	☐	☐	☐	☐	☐
8.	我會主動參加與公司**品牌**相關的活動	☐	☐	☐	☐	☐
9.	為了維護**品牌**的價值，我會表現出主動的行為，以解決顧客的抱怨	☐	☐	☐	☐	☐
10.	當我執行與**品牌**相關的活動，而產生一些不方便時，我會忍耐並且不會抱怨	☐	☐	☐	☐	☐
11.	為了滿足顧客的需求及維護**品牌**價值，我會包容這些不方便，而不會抱怨	☐	☐	☐	☐	☐
12.	我願意為公司的**品牌**背書，並且自動地將品牌價值傳遞給朋友或新進者	☐	☐	☐	☐	☐
13.	我對公司的**品牌**擁有忠誠度及信任感，並且樂意為公司的品牌背書	☐	☐	☐	☐	☐
14.	我願意不斷地提升與**品牌**相關的技能	☐	☐	☐	☐	☐
15.	為了提升**品牌**價值，我會參加訓練以強化我的專業知識	☐	☐	☐	☐	☐
16.	即使公司沒有要求，我也會自動地瞭解顧客對**品牌**的回應	☐	☐	☐	☐	☐
17.	我會主動向公司提出新的想法，使公司的**品牌**價值可以提升	☐	☐	☐	☐	☐

		非常不同意				非常同意
		1	2	3	4	5
18.	我願意將顧客對**品牌**的回應，不論是正向或負向的感覺，立即向公司回報	☐	☐	☐	☐	☐

第三部份的問卷是關於您對公司的認知，請依您個人的實際感受或想法，選擇相符的數字，填答於題後的空欄內。

第三部份問卷由此開始

		非常不同意				非常同意
		1	2	3	4	5
1.	我願意一生都在目前的公司工作	☐	☐	☐	☐	☐
2.	我覺得我公司的問題就是我的問題	☐	☐	☐	☐	☐
3.	我覺得我個人對公司有很高的擁有權	☐	☐	☐	☐	☐
4.	我覺得目前的公司對我意義非凡	☐	☐	☐	☐	☐
5.	我對目前的公司有強烈的歸屬感	☐	☐	☐	☐	☐
6.	整體來說，我對我目前的工作感到滿意	☐	☐	☐	☐	☐
7.	整體來說，我喜歡在這家公司工作	☐	☐	☐	☐	☐
8.	當別人批評公司時，我感覺就像批評我一樣	☐	☐	☐	☐	☐
9.	關於別人怎麼想公司，我很感興趣	☐	☐	☐	☐	☐
10.	公司就像是我的成功	☐	☐	☐	☐	☐
11.	當別人讚美公司時，我感覺就像讚美我一樣	☐	☐	☐	☐	☐
12.	當談論到公司時，我通常會說『我們的』公司	☐	☐	☐	☐	☐
13.	這公司是我的	☐	☐	☐	☐	☐
14.	我感覺公司是我們同仁所共有的	☐	☐	☐	☐	☐
15.	我覺得我個人對公司有很高的擁有權	☐	☐	☐	☐	☐
16.	我感覺公司是我的	☐	☐	☐	☐	☐
17.	公司是我們同仁共有的	☐	☐	☐	☐	☐

		非常不同意 1	2	3	4	非常同意 5
18.	大部份的同仁覺得我們擁有公司	☐	☐	☐	☐	☐
19.	我樂於與組織中其他成員一起合作，達成任務	☐	☐	☐	☐	☐
20.	我主動協助新進同仁，適應工作環境	☐	☐	☐	☐	☐
21.	我樂於協助內其他成員	☐	☐	☐	☐	☐
22.	我樂於協助同事解決工作方面困難	☐	☐	☐	☐	☐
23.	只要對公司有利，我會執行非自己工作職責的事務	☐	☐	☐	☐	☐
24.	我會以公司整體利益為主，必要時可以犧牲個人利益	☐	☐	☐	☐	☐
25.	我願意付出額外的努力，以協助公司獲得成功	☐	☐	☐	☐	☐
26.	對於目前的工作，我一直抱著熱衷	☐	☐	☐	☐	☐
27.	我會展現出對公司犧牲奉獻的態度	☐	☐	☐	☐	☐
28.	我願意投入額外的時間在公司的事務上	☐	☐	☐	☐	☐
29.	我會提供顧客其他額外的服務或協助	☐	☐	☐	☐	☐
30.	我會主動提出具建設性的方案或建言，供公司有關單位參考	☐	☐	☐	☐	☐
31.	我會主動對外宣傳公司的優點，會澄清他人對公司的誤解	☐	☐	☐	☐	☐
32.	我會以積極的態度，參與公司內相關的會議及活動	☐	☐	☐	☐	☐
33.	我會事先知道即將執行的資訊或活動內容	☐	☐	☐	☐	☐
34.	我工作認真，並且很少出錯	☐	☐	☐	☐	☐
35.	不管公司的作法如何，我都不會抱怨或批評	☐	☐	☐	☐	☐
36.	我會熱心發起或積極參與公司的各種活動，以促進同事間的情感	☐	☐	☐	☐	☐
37.	即使無人注意，我會隨時遵守公司的規定	☐	☐	☐	☐	☐
38.	對於事務的看法，我總是抱持正面、樂觀的態度	☐	☐	☐	☐	☐
39.	我確實遵守公司的規定和程序	☐	☐	☐	☐	☐

社會期許題項

以下是關於社會期許題項，請依您個人實際的感受或想法，選擇實際相符的答案(1.是　2.否)。

十二、　有時候如果別人不鼓勵我，我很難繼續我的工作:(　)　1.是　2.否。

十三、　當事情沒有依照我要的方式進行，我會感覺到憤慨:(　)　1.是　2.否。

十四、　不管誰與我說話，我總是一個好的傾聽者:(　)　1.是　2.否。

十五、　我曾經利用了別人:(　)　1.是　2.否。

十六、　我總是願意承認我所犯的錯誤:(　)　1.是　2.否。

十七、　有時我會想要報復，而不是饒恕:(　)　1.是　2.否。

十八、　我總是彬彬有禮，甚至是對那些讓我不愉快的人:(　)　1.是　2.否。

十九、　當別人的想法與我完全不同時，我從來不會感到惱怒:(　)　1.是　2.否。

二十、　有時候我很嫉妒別人的好運:(　)　1.是　2.否。

二十一、　有時我會被向我尋求我好處的人所激怒:(　)　1.是　2.否。

二十二、　我從來不會故意說一些傷害別人感情的話:(　)　1.是　2.否。

個人資料題項

一、請問您的性別：(　)1.男性　2.女性。

二、請問您的婚姻狀況：(　)1.已婚　2.未婚　3.其他。

三、您請問的年齡：(　)1.25歲及以下　2.26-35歲　3.36-45歲　4.46-55歲

　　　　　　5.56-65歲　6.66歲以上。

四、請問您的教育程度：(　)1.國中 2.高中/高職 3.大專/大學 4.碩士以上 5.其他。

五、請問您目前的職位是：(　)1.第一線服務人員(員工)2.基層主管　3.中階主管

　　　　　　4.高階主管。

六、請問您在貴公司的服務年資：(　)1.1年以下　2.1-2年　3.3-4年　4.5-6年

　　　　　　5.7-8年　6.9年以上。

七、請問你的公司(商店)型態：(　)1.直營　2.加盟　3.其他。

八、請問你的工作型態：(　)1.全職　2.兼職　3.其他。

九、請問你的公司(商店)品牌名稱：_____。

最後，請您再次檢查是否有遺漏未填的項目！

我們由衷誠摯地感謝您的合作，謝謝！

Chinese Questionnaire of Brand Equity -顧客問卷

親愛的先生、女士,您好:

　　此篇研究乃要探討顧客對公司(商店)品牌的認知。本問卷的結果,僅供學術研究之用,並採無記名的方式進行整理與分析。因此,**除研究者之外,不會有其他人看到您的個人資料**,請放心勾選。題項的答案從『非常不同意(1)』到『非常同意(5)』共分為五個不同選項,非常感謝您的合作。

　　敬祝
　順心如意、身體健康!

		非常不同意 1	2	3	4	非常同意 5
1.	我覺得我對此商店品牌具有忠誠度	☐	☐	☐	☐	☐
2.	此商店品牌是我的第一選擇	☐	☐	☐	☐	☐
3.	假如商店在附近,我不會到其他商店消費或購買商品	☐	☐	☐	☐	☐
4.	此商店所提供的商品及服務具有高品質	☐	☐	☐	☐	☐
5.	此商店具有好的功能	☐	☐	☐	☐	☐
6.	在眾多的品牌中,我可以確認此商店的品牌	☐	☐	☐	☐	☐
7.	我知道此商店的品牌	☐	☐	☐	☐	☐
8.	我可以迅速地聯想到一些與此商店品牌有關的特性	☐	☐	☐	☐	☐
9.	我可以很快地回想到此商店品牌的符號或標誌	☐	☐	☐	☐	☐

個人資料題項

一、請問您的性別:(　)1.男性　2.女性。

二、請問您的婚姻狀況:(　)1.已婚　2.未婚　3.其他。

三、您請問的年齡:(　)　1.25 歲及以下　2.26-35 歲　3.36-45 歲　4.46-55 歲
　　　　　　　　　　　5.56-65 歲　6.66 歲以上。

四、請問您的教育程度:(　)　1.國中 2.高中/高職 3.大專/大學 4.碩士以上 5.其他。

五、請問您現在是:(　)　1.學生 2.上班族 3.公司主管　4. soho 族 5.其他。

國立政治大學博士學位證書 政博字第 九四三五五五〇一號

學生　　江旭新　　　　生於中華民國　陸拾壹（西元1972）年　肆　月　貳拾參　日

在本校　商學院　　　　　企業管理學系

修業期滿成績及格准予畢業依學位授予法之規定

授予　企業管理博士　學位

院長　薛瓜藤

校長　吳思華

中　華　民　國　九十九　年　六　月

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國 立 政 治 大 學 企 業 管 理 學 系

江 旭 新 　君 所撰之博士學位論文

品牌心理擁有感之前因與結果因素之研究：量表發展與多層次之研究方法

業經本委員會審議通過

論文考試委員會委員

指導教授

系 主 任

中 華 民 國 九 十 九 年 五 月 三 十 一 日

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98 年度專題研究計畫研究成果彙整表

計畫主持人：江旭新	計畫編號：98-2420-H-004-181-DR

計畫名稱：A Study of the Antecedents and Consequences of Brand Psychological Ownership: Multilevel and Longitudinal Approaches

成果項目			量化			單位	備註（質化說明：如數個計畫共同成果、成果列為該期刊之封面故事...等）
			實際已達成數（被接受或已發表）	預期總達成數(含實際已達成數)	本計畫實際貢獻百分比		
國內	論文著作	期刊論文	0	2	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	0	2	100%		
		專書	0	0	100%		
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力（本國籍）	碩士生	0	0	100%	人次	
		博士生	0	0	100%		
		博士後研究員	0	0	100%		
		專任助理	0	0	100%		
國外	論文著作	期刊論文	0	3	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	0	2	100%		
		專書	0	0	100%	章/本	
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力（外國籍）	碩士生	0	0	100%	人次	
		博士生	0	0	100%		
		博士後研究員	0	0	100%		
		專任助理	0	0	100%		

	成果項目	量化	名稱或內容性質簡述
其他成果 (無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等,請以文字敘述填列。)			無

	成果項目	量化	名稱或內容性質簡述
科教處計畫加填項目	測驗工具(含質性與量性)	0	
	課程/模組	0	
	電腦及網路系統或工具	0	
	教材	0	
	舉辦之活動/競賽	0	
	研討會/工作坊	0	
	電子報、網站	0	
	計畫成果推廣之參與(閱聽)人數	0	

國科會補助專題研究計畫成果報告自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現或其他有關價值等，作一綜合評估。

1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估 ■達成目標 □未達成目標（請說明，以 100 字為限） 　　　□實驗失敗 　　　□因故實驗中斷 　　　□其他原因 　說明：
2. 研究成果在學術期刊發表或申請專利等情形： 論文：□已發表 □未發表之文稿 ■撰寫中 □無 專利：□已獲得 □申請中 ■無 技轉：□已技轉 □洽談中 ■無 其他：（以 100 字為限） 本研究以將論文資料寫成五篇文章，如下所述，現正在投稿的過程中。
3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）（以 500 字為限） 本研究為國內外第一位探討『品牌心理擁有感』的學者，以為一項創新的議題，未來相當具有研究潛力！ 投稿過程中之五篇文章： The scale development of corporate branding The scale development of brand psychological ownership The scale development of brand citizenship behavior The antecedent and consequence of brand psychological ownership: Multilevel analysis A multilevel investigation of relationships among corporate branding, brand citizenship behavior and brand equity