

## **Implication of Career Theories and Psychological Empowerment on Organizational Commitment: take Moderating Effect of Brand Image into Consideration**

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**Abstract:** With the knowledge economy period arrives, talent resource plays an important role increasingly [1]. Despite the fact that the latest technology, innovative marketing and manufacturing process can all be replicated, organizations with more committed and loyal innovative employees will be the winner [2]. Apparently, organizational commitment is an important factor to retain and motivate talent resource, which is a key factor for business success, especially for e-commerce industry. The research verify multi-dimensionality of employees' fit effects on organizational commitment, where has received considerable empirical and theoretical attention in the scientific literature recently. The purpose of this study was to explore more factors that are able to contribute to increase employees' organizational commitment. This paper described and designed to investigate how inside and outside environments effect on employees' organizational commitment, where psychological empowerment plays mechanism effect, while taking brand reputation effect into consideration. In order to verified proposed effects on organizational commitment, Ordinary Least Square (OLS) regression was used to analysis 428 participants' feeling extent from e-commerce industry in China through a web-based questionnaire. The results support most of the hypotheses, but the opposite moderating effect of brand image, and control variable 996 working schedule affect almost all the relationships negatively. Even though brand image able to motivate talent employees' passion, but the amount of workload was set above than average and cause working pressure that reduce passion. Due to the realistic research limitations, the extent of organizational commitment could be influenced differently based on organizations' culture factors, which should be explored in subsequent studies. The angle of cultural-based is suggested to add into the proposed framework in future studies to exam the interrelationship between employees' social identity and their psychological contracts from different culture backgrounds. Additionally, social factors also should be explored and examined in subsequent studies.

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**Keywords:** Person-Organization Fit (PO Fit), Person-Vocation Fit (PV Fit), Organizational Commitment, Psychological Empowerment, Brand Image

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### **1. Introduction**

With the knowledge economy period arrives, "talent" resource plays an important role increasingly [1]. Apparently, organization commitment is an important factor to retain and motivate talent resource, which could be the key of business success, especially for e-commerce enterprises since it's a sunrise industry with massive work pressure by the new introduced work rule of "996 working schedule" (i.e., 9 a.m. to 9 p.m. per day through Monday to Saturday, 72 hours per week). To explore on organization commitment is one of the essential method to reduce the turnover rate, retaining employees performance effectively, and it is important for enterprises to create and maintain competitive advantages [3].

Additionally, the problems root from e-commerce enterprises, such as imperfect internal system, deficiencies in management, workload quantities, working pressure of employees and resignation rate, is higher than other sorts of enterprises. Moreover, the loss of technical personnel will bring threats to the core competitiveness of corporations [2]. So, how to enhance organization commitment of talent resource/employees is the main issues that today's e-commerce enterprises have to pay more attention to resolve them. A large number of studies over a period of time have been conducted from the perspective of people-oriented. For example, analyzing the impact of these dimensions, such as job involvement, employee welfare system and job satisfaction, on organization commitment. However, there are few literatures that discuss the relationship between psychology empowerment and organization commitment, at the same time, there is no literature study on the impact of "corporate image" on the organization commitment of employees.

The main question of this research is based on the perspective of career theories to study individuals' organization cognition, such as how these three factors, namely, Person-organization fit, Person-vocation fit, Psychological empowerment, promote employees to increase Organization Commitment. And from the perspective of "organization psychology", to study whether Brand Image has a positive strengthening effect on the relationship between Person-Organization Fit and Organization Commitment. This research provides reference for the minor e-commerce enterprises that are plagued by the problem of brain drain. Those enterprises should retain the talents and motive them to create value continuously through improvement employees' organization commitment effectively, in order to create, maintain and even improve the core competitiveness to survive and achieve sustainable success.

## **2. Literature review**

Career guidance and counselling in the western world, most notably in the United States, has developed a comprehensive system of theories and intervention strategies in its more than 100 years of history. It began in the years of Frank Parson as a trait-factor approach in the early twentieth century [4], and slowly evolved to become a rather mature discipline today in the twenty-first century with a strong theoretical and empirical base. Indeed, vocational and career related issues are salient across different cultures and nationalities [5]. These theories gradually developed into five career theories are (a) Theory of Work-Adjustment, (b) Holland's Theory of Vocational Personalities in Work Environment, (c) the Self-concept Theory of Career Development formulated by Super and more recently by Savickas, (d) Gottfredson's Theory of Circumscription and Compromise, and (e) Social Cognitive Career Theory. Given that the "big-five" theoretical models were developed by scholars in the USA, most of the existing reviews and summaries covering these frameworks have drawn from the literature in the USA [6-8]. The concept of organizational commitment had been carried with personal-organization fit, person-vocation fit, and other fit career theory for so long, but the management mechanism such as psychological empowerment that opposite from sociality power distance, as well as the external factors such as Brand Image effect on employees' motivation had limited studies previously.

### *2.1 Organizational Commitment*

The primal thinking is based on conception from Becker [9], which defined organizational commitment as the side-bet theory. This approach was one of the earliest attempts to study a comprehensive conceptual framework about organizational commitment from perspective on the individual's relationship with the organization. Early studies viewed the construct as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty [10]. Meyer and Allen [11] define organizational

commitment as a behavior that merge the identity of the person to the organization which the goals of the organization and those of the individual are in harmony. Organizational commitment has been the focal point for many on-going researches. These researches have shown that employees who have less commitment lean towards making errors on the job and have more work absenteeism, more than employees who feel strong commitment to the organizations and experience more stress and family-related conflict [12]. In case the superior allow their workers to participate in the process of decision making, affective commitment to the institution among the employees will be stronger. Institutions that practice decentralization and not centralization by distributing power to their human resource to come up with certain decisions will generate a higher affective commitment among the workers [13]. Therefore, combining the previous research and the research background of this paper. In this paper, Organizational commitment (OC) includes three parts: Affective Commitment (OCA), Normative Commitment (OCN) and Continuous Commitment (OCC) [14].

### *2.2 Person-Organization Fit and Person-Vocation Fit*

Personal organization matching is one of the personal environment matching models. The concept was first proposed by American psychologists Lewin [15]. It emphasizes the interaction between the environment of individuals and organizations, that is, the positive benefits that such effects can bring to individuals and organizations. Person-organization fit theory advocates that shared values between individual persons and organizations lead to job satisfaction for the person and favorable outcomes toward achieving organizational goals [16]. According to Roberts and Robins [17], the better a person 'fits' with his job, the less adjusting he will have to do, and have higher extent of organization commitment both physiologically and psychologically in turn. Therefore,

H1a-c: Person-Organization Fit has a significant positive effect on OCA, OCC, and OCN.

Based on Dawis and Lofquist [18], researchers in the theory of work adjustment paradigm demonstrated that individuals become more satisfied with their work when their needs are fulfilled by their environments. Edwards [19] is believed that if starting from "position demand and personal ability", the organization needs personal ability to meet the position demand. Based on the previous research and the background of this paper, the definition of "PV fit" is defined as the congruence between individuals' interests and abilities and the characteristics and requirements of their vocation [20], and the match of personnel and position is the agreement of individual demand and work attribute, which means PV fit emphasizes the competency of position, individuals would attain more satisfactory work outcomes if their interests matched the attributes of their vocations, which in turn enhance employee commitment of their organization [21,22]. Therefore,

H2a-c: Person-Vocation Fit has a significant positive effect on OCA, OCC, and OCN.

### *2.3 Psychological Empowerment*

Burke [23] put forward the concept of strong operability, and holds that authorization means that the superior confers authority on the subordinate so that the subordinate has the right to make decisions and bear corresponding responsibilities within a certain range. Conger and Kanungo [24] defined authorization from the perspective of psychological perception for the first time and proposed that authorization is a process of improving self-efficacy among members of an organization. The concept that originated from participatory management theory [25], which make employees have the ability to complete the work, which shows that through the development of strong self-efficacy, that is, to improve their work ability, employees can improve

their work motivation, and it is not a set of individual external actions in essence, but a process of changing the belief inside of an individual that cause certain extent commitment to organizational. Therefore,

H3a-c: Psychological Empowerment has a significant positive effect on OCA, OCC, and OCN.

### 2.4 Brand Image Moderation Effect

The first consumer brand perception that was identified in the marketing literature wrote by Gardner and Levy [26]. A measurement technique using semantic differential items generated for the relevant product category has been suggested for measuring brand image by Fry & Claxton [27]. Brand image is described by Lee and Kotler [28] as "the perceptions and beliefs held by consumers, as reflected in the associations held in the consumer's memory". Brand image has a meaning associated by consumers with the brand, which is retained in their minds [29]. Keller [30] defined brand image as "perceptions about a brand as reflected by the brand associations held in the consumer's memory". Hsieh and Setiono [5] showed that brand image can help consumers recognize their needs and satisfaction with a brand. Furthermore, brand image is a people's perception of a brand that help people creates attachment to the organization [31]. Therefore,

H4a-c: Brand Image has a significant positive effect on OCA, OCC, and OCN.

H5a-c: Brand image has a significant positive moderating effect on the relationship between P-O Fit and OCA, OCC, and OCN.

H6a-c: Brand image has a significant positive moderating effect on the relationship between P-V Fit and OCA, OCC, and OCN.

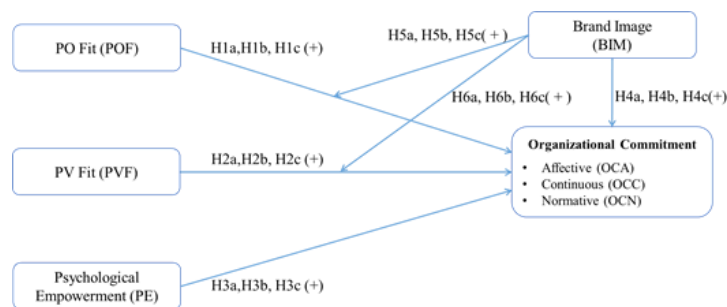


Figure 1 Conceptual Framework

## 3. Methodology

### 3.1 Samples and data collection

Participants for this research are employees who work in Chinese E-Commerce industry that widely apply 996 working schedule. Snowball sampling methods was used for sample selection, since the participants are employees of e-commerce industry. The authors collected data by creating internet questionnaires, sending them to employees in the e-commerce industry and asking them to forward them among their colleagues. There are 428 sets of questionnaires in total that were distributed and 428 participants are completely fulling all the question. There were 204 (47.7%) males and 224 (52.3%) females who are age of 31.94 ( $\pm$  5.516) years old, among them, 29.9% of employees in the e-commerce industry need to carry out 996 working schedule. According to the data analysis, the respondents were slightly more female than male. Many employees were married and have parenting status.

### 3.2 Measurement Instruments

The questionnaire consists of Organizational Commitment scale, Person-Organization Fit scale, Person-Vocation Fit scale, Psychological Empowerment scale, and Brand image and five scales that represent personal values concepts.

*Organizational Commitment Questionnaires* included 18 items from Meyer, Allen, and Smith [32] to assess affective, continuance, or normative commitment to organization that administered to the "996 working schedule".

*Person-Organization Fit* of employees were measured by P-O Fit Scale that developed by Netemeyer, Boles, McKee, and McMurrian [33] which includes 4 items to assess the fit between their personal values and the organization's values.

*Person-Vocation Fit* of employees were measured by P-V Fit Scale that developed by Vogel & Feldman [20]. The P-V Fit Scale included 3 items.

*Psychological Empowerment* use 12 items that proposed by Spreitzer [34] to measure the psychological empowerment concept.

*Brand Image* with employees' perspective was measured by Brand Image Scale (BIS) that used to gather consumer' point of view on an organization's image, which developed by Low and Lamb Jr [35].

The items under each variable are measured by six-point Likert scale with a purpose to encourage participants to express their opinions. According to the extent of self-feeling about the items, respondents select from 1 to 6 (strongly disagree, slightly disagree, disagree, agree, slightly agree, strongly agree) respectively, with seven control variables that are gender, age, work tenure, managerial level, 996 working schedule, marital status and parenting status (See [Appendix 2](#) for details).

### 3.3 Data analysis

The collected data was analyzed by IBM SPSS 23, which start with validity and reliability test to determine the measurement instruments for this research are reliable tools. Additionally, a correlation analysis was conducted to testify the relations among variables are exist. Furthermore, regression will be used to test how PO fit, PV fit and psychological empowerment affect employees' organizational commitment. What's more, the moderation effect of brand image will be tested with stepwise regression to verify the how brand image mediating the relationship between career theory factors and employees' organizational commitment.

## 4. Results

According to the summarized validity and reliability results (see [Table 1](#) for details), the measurement instruments adopted in the research are acceptable and reliable. As the statistical analysis listed in [Table 2](#) the correlation matrix analysis, most variables have a significant linear relationship in pairs, which is a simple way to judge the linear relationship between the two variables, so further analysis can be found in the regression analysis.

In order to seek the cause-effect relationships among variables with proper explanations and prediction, Ordinary Least Square (OLS) Regression analysis was conducted in the section to carry out the significant relations among variables. The regression analysis of this study is divided into two parts, the regression analysis on the main effects, follows the moderation testing by stepwise regression. The result shows that PO Fit had positive effect on OCA significantly ( $\beta=0.101$ ,  $p=0.051$ ), and PO Fit had positive effect on OCC significantly ( $\beta=0.113$ ,  $p=0.033$ ), while PO Fit had positive effect on OCN significantly ( $\beta=0.120$ ,  $p=0.016$ ). The supportive results between relationship between PV fit and organizational commitment, which PV Fit had positive effect on OCA significantly ( $\beta=0.196$ ,  $p=0.000$ ), and PV Fit had positive effect on OCC significantly ( $\beta=0.115$ ,  $p=0.015$ ), while PV Fit had positive effect on OCN significantly ( $\beta=0.168$ ,  $p=0.000$ ). Interestingly, the management style,

Psychology Empowerment, that opposite form high power distance in China show all positive effects on organizational commitment with highest explanation of organizational commitment. The results are PE Fit had positive effect on OCA significantly ( $\beta=0.490$ ,  $p=0.000$ ), and PE Fit had positive effect on OCC significantly ( $\beta=0.584$ ,  $p=0.000$ ), while PE Fit had positive effect on OCN significantly ( $\beta=0.463$ ,  $p=0.000$ ). The brand image had positive effects on organizational commitment that BIM Fit had positive effect on OCA significantly ( $\beta=0.167$ ,  $p=0.003$ ), and BIM Fit had positive effect on OCC significantly ( $\beta=0.138$ ,  $p=0.017$ ), while BIM Fit had positive effect on OCN significantly ( $\beta=0.208$ ,  $p=0.000$ ). Above all, the result show that H1a-c, H2a-c, H3a-c, and H4a-c are all in constant with what author had proposed. Then, the stepwise regression analysis has been used for testing the moderating effect of brand image. The regression result indicates that BIM had significant negatively moderating effect on the relationship between POF and OC (see Table X for details), meanwhile, BIM had significant negatively moderating effect on the relationship between PVF and OC as well (see Table X for details). Besides, the VIF in the model are all less than 10, which is the recommended as the maximum level of VIF suggested by Hair, Anderson [36]. What's attract attention is that the moderating effect of brand image on relationship between PO fit and organizational commitment (H5a-c), and effect on relationship between PV fit and organizational commitment (H6a-c) are showed the opposite than the hypotheses proposed earlier (see Table 3 and Table 4 for more details). All statistical results are list in Table 5.

## 5. Conclusion

This paper analyzes the relationship among Person-Organization Fit, Person-Vocation Fit, Psychological Empowerment, Brand Image and Organizational commitment, and the regulatory effect of Brand Image on P-O Fit and P-V Fit in Organizational Commitment (OC). There are many limitations to this study. First of all, due to funding constraints, this study chooses the way of convenience sampling. The determination of sample units is arbitrary, and the sample cannot represent a clearly defined population, so the survey results should not infer the population. Secondly, the respondents may have prejudice and difficulty in understanding when answering the questionnaire, which may affect the research results.

Most of the results of our research support our hypothesis. In general, the study supports career theory. Recycled data shows that P-O Fit, P-V Fit, Psychological Empowerment and Brand Image all have positive effects on Organizational Commitment. Employees' organizational commitment needs to be improved in order to retain them, "996 working schedule" enterprise managers can improve employees' organizational commitment by improving the P-O Fit, P-V Fit, Psychological Empowerment and Brand Image. On the other hand, in the actual process of studying the regulatory effect of brand image, the data shows that brand image negatively regulates all variables, which is inconsistent with the assumption at the beginning.

Due to the realistic research limitations, the extent of organizational commitment could be influenced differently based on culture factors, which should be explored in subsequent studies. The future studies could take the angle of cultural psychology, explore and examine the interrelationship between employees' social identity and their psychological contracts from different culture backgrounds. The future research can also explore the differences between Chinese and Western organizations from the perspective of "people-oriented relationship" and "contract spirit".

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Appendix 1

**Table 1 Validity and Reliability Result (N=428)**

Variables	KMO	Cumulative %	Cronbach's $\alpha$
<b>POF</b>	.857	79.923	.916
<b>PVF</b>	.722	76.503	.846
<b>PE</b>	.975	82.956	.967
<b>BIM</b>	.936	77.921	.943
<b>OC</b>	.980	70.098	.975

Note: n=428, \* p <0.05, \*\* p <0.01, \*\*\* p<0.001

PO Fit (POF), PV Fit (PVF), Psychology Empowerment (PE), Brand Image (BIM) Organizational Commitment (OC)

**Table 2 Correlation matrix on the Student Sample (N=428)**

	Mean	Std. Dev	POF	PVF	PE	BIM	OCA	OCC	OCN	OC
<b>POF</b>	4.5695	1.40079	1							
<b>PVF</b>	4.5249	1.33261	.876**	1						
<b>PE</b>	4.5298	1.34076	.932**	.911**	1					
<b>BIM</b>	4.6020	1.36600	.914**	.896**	.936**	1				
<b>OCA</b>	4.5027	1.35249	.877**	.887**	.916**	.884**	1			
<b>OCC</b>	4.4930	1.35163	.885**	.872**	.922**	.891**	.895**	1		
<b>OCN</b>	4.5043	1.31577	.895**	.891**	.926**	.906**	.912**	.927**	1	
<b>OC</b>	4.5000	1.29969	.913**	.911**	.950**	.921**	.965**	.970**	.975**	1
Age	31.94	5.516	<b>-.193**</b>	<b>-.153**</b>	<b>-.182**</b>	<b>-.220**</b>	<b>-.118*</b>	<b>-.170**</b>	<b>-.200**</b>	<b>-.167**</b>
Tenure	4.82	3.264	<b>-.114*</b>	<b>-.113*</b>	<b>-.113*</b>	<b>-.134**</b>	-.072	<b>-.151**</b>	<b>-.156**</b>	<b>-.130**</b>
Children	1.13	.569	.035	.069	.041	.010	.135**	.082	.078	.101*
Marital			<b>-.190**</b>	<b>-.149**</b>	<b>-.186**</b>	<b>-.212**</b>	<b>-.106*</b>	<b>-.160**</b>	<b>-.165**</b>	<b>-.148**</b>
Gender			-.004	-.002	-.012	-.026	.004	-.005	.010	.003
996			-.041	<b>-.096*</b>	-.049	.008	<b>-.151**</b>	-.080	-.085	<b>-.109*</b>
Mgt			.040	-.035	.040	.024	-.035	-.010	.005	-.014

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

\*\*\*. Correlation is significant at the 0.00 level (2-tailed).

**Table 3 BIM Moderating Effect on POF and OC Relationship**

	Model 1 (OCA)			Model 2 (OCC)			Model 3(OCN)		
	Beta 1	Beta 2	VIF	Beta 3	Beta 4	VIF	Beta 5	Beta 6	VIF
<b>Control Variables</b>									
Gender	0.011	0.011	1.012	0.010	0.005	1.012	0.012	0.012	1.012
Age	-0.020	0.002	2.899	-0.008	0.014	2.899	-0.058*	-0.039	2.899
Work Tenure	0.032	0.026	1.877	-0.034**	-0.066*	1.877	-0.053*	-0.059**	1.877
Mgt level	-0.053**	-0.04*	1.062	-0.012	-0.003	1.062	-0.003	0.008	1.062
996 Rule	-0.072**	-0.128***	1.529	-0.083***	-0.047*	1.529	-0.019	-0.066**	1.529
Marital status	0.026	0.033**	2.665	0.049*	0.036	2.665	0.071**	0.074*	2.665
Parenting status	0.044*	0.066**	1.440	0.057**	0.052*	1.440	0.032	0.049*	1.440
<b>Independent</b>									
POF	0.101	0.254***	7.564	0.113*	0.302***	7.564	0.12*	0.285***	7.564
<b>Moderator</b>									
BIM		0.316***	9.393		0.326***	9.393		0.382***	9.393
<b>Interaction 1</b>									
POF x BIM		-0.384***	7.874		-0.322***	7.874		-0.288***	7.874
<b>R<sup>2</sup></b>	88.1%	86.5%		87.4%	85.1%		88.9%	87.1%	
<b>Adjust R<sup>2</sup></b>	87.8%	86.2%		87.1%	84.8%		88.6%	86.8%	
<b>Moderating Effect</b>		Negative			Negative			Negative	

Note: n=428; \*p<.05 \*\*p<.01 \*\*\*p<.001

PO Fit (POF), PV Fit (PVF), Psychology Empowerment (PE), Brand Image (BIM) Organizational Commitment (OC), dependent OC by OCA, OCC, OCN; Interaction 1 = POF x BIM; Interaction 2 = PVF x BIM;

Beta 1 refer to the coefficient of POF on **OCA**; Beta 2 refer to the coefficient of BIM and Interaction on **OCA**;

Beta 3 refer to the coefficient of POF on **OCC**; Beta 4 refer to the coefficient of BIM and Interaction on **OCC**;

Beta 5 refer to the coefficient of POF on **OCN**; Beta 6 refer to the coefficient of BIM and Interaction on **OCN**;

**Table 4 BIM Moderating Effect on PVF and OC Relationship**

	Model 1 (OCA)			Model 2 (OCC)			Model 3(OCN)		
	Beta 1	Beta 2	VIF	Beta 3	Beta 4	VIF	Beta 5	Beta 6	VIF
<b>Control Variables</b>									
Gender	0.011	0.012	1.011	0.010	0.006	1.011	0.012	0.013	1.011
Age	-0.020	-0.005	2.901	-0.008	0.009	2.901	-0.058*	-0.044	2.901
Work Tenure	0.032	0.032	1.875	-0.034**	-0.061*	1.875	-0.053*	-0.054*	1.875
Mgt level	-0.053**	-0.030	1.061	-0.012	0.007	1.061	-0.003	0.019	1.061
996 Rule	-0.072**	-0.126***	1.601	-0.083***	-0.063**	1.601	-0.019	-0.071**	1.601
Marital status	0.026	0.024	2.662	0.049*	0.032	2.662	0.071**	0.068*	2.662
Parenting status	0.044*	0.068	1.440	0.057**	0.063*	1.440	0.032	0.055**	1.440
<b>Independent</b>									
POF	0.196***	0.308***	6.282	0.115	0.241***	6.282	0.168***	0.279***	6.282
<b>Moderator</b>									
BIM		0.336***	8.569		0.323***	8.569		0.380***	8.569
<b>Interaction 2</b>									
PVF x BIM		-0.315***	7.599		-0.392***	7.599		-0.302***	7.599
<b>R<sup>2</sup></b>	88.1%	86.6%		87.4%	85.6%		88.9%	87.5%	
<b>Adjust R<sup>2</sup></b>	87.8%	86.3%		87.1%	85.3%		88.6%	87.2%	
<b>Moderating Effect</b>		Negative			Negative			Negative	

Note: n=428; \*p<.05 \*\*p<.01 \*\*\*p<.001

PO Fit (POF), PV Fit (PVF), Psychology Empowerment (PE), Brand Image (BIM) Organizational Commitment (OC), dependent OC by OCA, OCC, OCN; Interaction 1 = POF x BIM; Interaction 2 = PVF x BIM;

Beta 1 refer to the coefficient of POF on **OCA**; Beta 2 refer to the coefficient of BIM and Interaction on **OCA**;

Beta 3 refer to the coefficient of POF on **OCC**; Beta 4 refer to the coefficient of BIM and Interaction on **OCC**;

Beta 5 refer to the coefficient of POF on **OCN**; Beta 6 refer to the coefficient of BIM and Interaction on **OCN**;

**Table 5 Output of Hypothesis (N=428)**

Hypothesis	Output
H1a: Person-Organization Fit has a significant positive effect on OCA.	Supported
H1b: Person-Organization Fit has a significant positive effect on OCC.	Supported
H1c: Person-Organization Fit has a significant positive effect on OCN.	Supported
H2a: Person-Vocation Fit has a significant positive effect on OCA.	Supported
H2b: Person-Vocation Fit has a significant positive effect on OCC.	Supported
H2c: Person-Vocation Fit has a significant positive effect on OCN.	Supported
H3a: Psychological Empowerment has a significant positive effect on OCA.	Supported
H3b: Psychological Empowerment has a significant positive effect on OCC.	Supported
H3c: Psychological Empowerment has a significant positive effect on OCN.	Supported
H4a: Brand Image has a significant positive effect on OCA.	Supported
H4b: Brand Image has a significant positive effect on OCC.	Supported
H4c: Brand Image has a significant positive effect on OCN.	Supported
H5a: Brand image has a significant positive moderating effect on the relationship between P-O Fit and OCA.	Not supported
H5b: Brand image has a significant positive moderating effect on the relationship between P-O Fit and OCC.	Not supported
H5c: Brand image has a significant positive moderating effect on the relationship between P-O Fit and OCN.	Not supported
H6a: Brand image has a significant positive moderating effect on the relationship between P-V Fit and OCA.	Not supported
H6b: Brand image has a significant positive moderating effect on the relationship between P-V Fit and OCC.	Not supported
H6c: Brand image has a significant positive moderating effect on the relationship between P-V Fit and OCN.	Not supported

**Appendix 2**

Please select from 1 to 6 (strongly disagree, slightly disagree, disagree, agree, slightly agree, strongly agree) respectively, based on the extent of your self-feeling about the items.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6

**Organizational Commitment [32]**

**Affective Commitment**

<b>OCA1</b>	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5	6
<b>OCA2</b>	I really feel as if this organization's problems are my own.	1	2	3	4	5	6
<b>OCA3</b>	I do not feel a strong sense of “belonging” to my organization.(R)	1	2	3	4	5	6
<b>OCA4</b>	I do not feel “emotionally attached” to this organization.(R)	1	2	3	4	5	6
<b>OCA5</b>	I do not feel like “part of the family” at my organization. (R)	1	2	3	4	5	6
<b>OCA6</b>	This organization has a great deal of personal meaning for me.	1	2	3	4	5	6

**Continuance Commitment**

<b>OCC1</b>	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5	6
<b>OCC2</b>	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6
<b>OCC3</b>	Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5	6
<b>OCC4</b>	I feel that I have too few options to consider leaving this organization.	1	2	3	4	5	6
<b>OCC5</b>	If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5	6
<b>OCC6</b>	One of the few negative consequence of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5	6

**Normative Commitment**

<b>OCN1</b>	I do not feel any obligation to remain with my current employer. (R)	1	2	3	4	5	6
<b>OCN2</b>	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5	6
<b>OCN3</b>	I would feel guilty if I left my organization now.	1	2	3	4	5	6
<b>OCN4</b>	This organization deserves my loyalty.	1	2	3	4	5	6

<b>OCN5</b>	I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5	6
<b>OCN6</b>	I owe a great deal to my organization.	1	2	3	4	5	6

**PO Fit (Person-Organization Fit) [33]**

<b>POF1</b>	I feel that my personal values are a good fit with this organization.	1	2	3	4	5	6
<b>POF2</b>	This organization has the same value as I do with regard to concern for others.	1	2	3	4	5	6
<b>POF3</b>	This organization has the same value as I do with regard to honesty.	1	2	3	4	5	6
<b>POF4</b>	This organization has the same value as I do with regard to fairness.	1	2	3	4	5	6

**PV Fit (Person-Vocation Fit) [20]**

<b>PVF1</b>	There is a good fit between my personal interests and the kind of work I perform in my occupation (or profession/trade).	1	2	3	4	5	6
<b>PVF2</b>	My skills and abilities are well suited for the vocation (profession/trade) that I am currently in.	1	2	3	4	5	6
<b>PVF3</b>	When I think about my interests, I sometimes wonder whether I chose the right occupation (profession/trade) after all. (R)	1	2	3	4	5	6

**Brand Image (BIM) [35]**

<b>BIM1</b>	I think that our brand is friendly.	1	2	3	4	5	6
<b>BIM2</b>	I think that our brand is modern.	1	2	3	4	5	6
<b>BIM3</b>	I think that our brand is useful.	1	2	3	4	5	6
<b>BIM4</b>	I think that our brand is popular.	1	2	3	4	5	6
<b>BIM5</b>	I think that our brand is gentle.	1	2	3	4	5	6
<b>BIM6</b>	I think that our brand is artificial.	1	2	3	4	5	6

**Psychological Empowerment [34]**

Meaning

<b>PEM1</b>	The work I do is very important to me.	1	2	3	4	5	6
<b>PEM2</b>	My job activities are personally meaningful to me.	1	2	3	4	5	6
<b>PEM3</b>	The work I do is meaningful to me.	1	2	3	4	5	6

Self-efficacy

<b>PES1</b>	I am confident about my ability to do my job.	1	2	3	4	5	6
<b>PES2</b>	I am self-assured about my capabilities to perform my work activities.	1	2	3	4	5	6
<b>PES3</b>	I have mastered the skills necessary for my job.	1	2	3	4	5	6

Self-determination

<b>PED1</b>	I have significant autonomy in determining how I do my job.	1	2	3	4	5	6
<b>PED2</b>	I can decide on my own how to go about doing my work.	1	2	3	4	5	6
<b>PED3</b>	I have considerable opportunity for independence and freedom in how I do my job.	1	2	3	4	5	6

Impact

<b>PVF1</b>	My impact on what happens in my department is large.	1	2	3	4	5	6
<b>PVF2</b>	I have a great deal of control over what happens in my department.	1	2	3	4	5	6
<b>PVF3</b>	I have significant influence over what happens in my department.	1	2	3	4	5	6

**The end of the Questionnaire. Thank you so much for your participation.**