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The impact of Person-Organization Fit on the corporate brand perception of employees and of customers

A dissertation summary

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1 . Abstract

One of the major problems companies face in the marketplace is a gap existing between the corporate brand values as perceived by the customers and the corporate brand values which were declared as such by the management . One possible cause for that gap is the situation in which companies deliver to their customers corporate brand values that are different from their actual corporate values and culture . Such a difference is perceived by their employees as a lie that make them experience lack of identification with the corporate brand and unwillingness to support it adequately . As a consequence the customers mistrust the corporate brand , which results in a weakened brand . So , how can the organization close that gap ?

This research showed that Person-Organization Fit (POF) can play a significant role in closing that gap . The notion of Person-Organization Fit (POF) , i.e the perceived congruence between organizational values and the individual values of the employees, has been explored a lot and normally in relation to internal organizational aspects like organizational commitment, organizational identification , job satisfaction , intention to leave

the organization , willingness to do "extra work" in the organization , etc .

This research examined the impact of POF from quite a different aspect , an external one , which is the brand perception of customers , through the brand perception level of the employees .

Whereas corporate brand values and corporate values are considered , according to many scholars , to be the same or at least close one to another , a high POF means a high acceptance of the corporate brand values as well as a high acceptance of corporate values themselves , which all help to gain more confidence on the corporate brand by its customers through the efforts of more identified and committed employees . So , POF plays a double role , first as a means to get a high acceptance level the corporate brand values by the employees , and second as a stimulator of employees' identification and commitment to the corporate goals and values . A congruence between corporate brand values and corporate values encourages the employees to transfer the brand values to their customers , as they feel that the organization's message , represented by its brand , truly reflects the organization's values and culture .

This research was conducted within two kinds of populations : employees and customers . The sample population was that of an Israeli franchised retail store in the toys and children games field , Kfar Hasha'ashuim Ltd , a leading company in its field . In all , 101 employees and 121 customers in 43 stores filled in two kinds of questionnaires ; the first one measured the perceived POF of the chain's employees and the second one measured the brand perception level of the same employees (EBP) and that of their customers (CBP) , i.e the extent to which their perceptions of the brand values match the company's brand values as stated by its management .

The research hypotheses were the following :

Hypothesis 1

There is a positive correlation between POF of the employees and their EBP level . The higher the POF , the higher the EBP level .

Hypothesis 2

There is a positive correlation between EBP level and CBP level . The higher the EBP level , the higher the CBP level .

Hypothesis 3

There is a positive correlation between POF of the employees and CBP level . The higher the POF , the higher the CBP level .

Hypothesis 4

Age , gender , status and tenure , all influence the correlation between POF of the employees and their EBP level .

According to the research's results hypotheses 1 and 2 were supported . Hypothesis 3 was not supported but the results were in the hypothesized direction . Hypothesis 4 was not supported . Another result is that EBP can serve as a mediator variable between POF and CBP .

The research also indicates that elder employees have lower levels of POF and of EBP than those of younger employees .

The conclusions deriving from this research are that employees' POF positively affects the extent to which the employees perceive their corporate brand values as congruent with those which were declared by the management , and that this brand perception level of employees positively affects the perception level of the customers .

Another conclusion is that POF needs EBP as a mediator variable in order to have an influence on CBP .

A high perception level of customers (CBP) means a higher trust in the brand and in the corporate which stands behind it , and the result is a more powerful brand .

Whereas this research explored the relationship between values congruence of employees and their organization on the one hand , and brand values perceptions of employees and customers on the other hand , it actually dealt with two different disciplines - human resource management and marketing management - and the relationships between them .

It seems that there is a large scope of research possibilities in that respect , including different research models , such as relating to POF as a moderate variable that may influence the relationships between employees' brand perception and customers' brand perception , and others .

This research , like others , indicated that internal branding has a significant role in the process of strengthening a corporate brand in the marketplace .

2 . Introduction

2.1 Background

Branding means differentiation and even uniqueness . Strong corporate brand , or as it is called "brand equity" , is often the most valuable asset a company possesses . Usually , it is common knowledge that company can enhance its brand name through external communication strategy which must focus on the company's target market .   Recently another means of strengthening corporate brand emerged , a means which focuses on an internal aspect presented by the term "internal branding" . In all fields , especially in the service sector , one can find more and more companies that have increased attention to the role of the company's employees in the process of strengthening the corporate brand in the marketplace . Whereas the employees play a substantial role in service companies , the most important question a company faces is how to enhance the identification level of its employees with the company's brand values . Internal branding , i.e aligning the employees with the brand values , has become a recognized effective way of creating a close relationship between the external aspect of branding and its internal aspect . But , what are the most efficient ways of creating a productive internal

branding process that will make the employees more effective corporate brand ambassadors , resulting in a more powerful brand?

Many researchers examined the internal branding process , focusing on various techniques of internal communication , teams discussions , etc and their impact on the employees' identification with and commitment to the corporate brand . Brainstorming , bulletins on the walls , meetings of management members and employees and other means of internal communication are usually the common tools companies use in aligning their employees with the corporate brand values .

Many companies wish that their corporate brand values will represent the corporate values and culture themselves , as it is in Disney , Southwest Airlines etc . Therefore , internal identification with the corporate values and culture seems to be another means which may strengthen the alignment of the employees with the corporate values and the corporate brand values .

Identification with the corporate values and culture is more likely to exist among employees who personally share the corporate values . Therefore it seems that having individual values which are similar to the organization's values (Person-Organization Fit) will make the employee feel more comfortable and more identified with the company's values and culture .

Identifying with the corporate values should enhance the alignment of the employees with the corporate values . Consequently , when a company tries to transfer its brand values that are similar to the corporate values the employees will be more active , more initiative and making increasing endeavors to enlist more and more customers to be identified with the corporate brand values .

So this is the first attempt , according to the researcher's best knowledge , to explore the notion of Person-Organization Fit (POF) not in relation to internal aspects like commitment , identification , job satisfaction , intent to leave the organization etc , but in relation to an external marketing aspect such as brand perception . This study explored the relations between POF and the extent to which the employees , and as a consequence the customers , perceive the corporate brand values .

The researcher chose an Israeli retail chain as his research field . The chain , Kfar Hasha'ashuim ("The village of amusement") , contains sixty-four franchised stores that are spread throughout the country and holds about 25% of the toys and children games market in Israel . The chain is privately held by an investors' group led by Mr. Avi Katz , the managing director , and Gaon Holdings

Ltd , a fast growing holding company which involves in some retail chains in consumption goods market .

2.2 The research questions

The research questions are the following :

(1) What are the main factors that influence the employees' and customers' perception of the corporate brand ?

(2) How do the employees influence the extent to which customers perceive the corporate brand values as congruent with the management declaration about the same brand values ?

(3) To what extent does the POF of the employees influence their corporate brand perception and customers' ?

2.3 The research objectives

The main objectives of this study are the following :

(1) To investigate the impact of the congruence level between the employees' individual values and the corporate values (POF) on the brand perception of employees and customers .

(2) To investigate the relationship between the perception level of the employees regarding the corporate brand and the customers' perception of the same brand .

3 . The research rationale

According to Aaker (2002) a brand is a set of perceptions which form the differentiation among the brands . The brand perception determines the expectation the customer has of a brand , expectation which presents the customer feelings towards a very specific experience that is promised by the branded product (Herman 2001). Herman (2001) added that a brand can create psychological or sociological benefits which are consequences of fantasy , such as a Mercedes car which satisfies benefit that is far beyond the driving experience itself . Herman (2001) called all these kinds of benefits "values" or "added-values" and emphasized that the customer expects to get benefits on the basis of the brand values . He added that a realization of the brand strategy depends on the fit between the brand values and promises , on the one hand, and the way the customers perceive the brand , on the other hand. So , the lower the gap between the brand values and promises on the one side and the brand values perception of the customer on the other side , the better the brand performance.

The main question is , therefore , what might close , or at least narrow , that gap , especially in the case of a corporate brand ?

There is a big difference between line branding and corporate branding (Harris&de-Chernatony , 2001) ; while line branding

engages the customers , distributors and only a few of the corporate staff , a corporate branding is related to the stakeholders as a whole and a large part of the corporate employees are involved in the corporate brand (de-chernatony 1999) . McDonald,de Chernatony &Harris (2001) added that the corporate brand is highly influenced by the relationships developed between the customers and the organization's staff , than a line brand , especially in service brands .

So it seems that the organization's employees , on all levels , have a substantial impact on the corporate brand success . As Herman (2001) put it , strong brands are brands which the organization , i.e its employees , "live them" . Many other authors also stressed the major role of the employees in the brand strengthening process (de-Chernatony 1999 , Hatch&Schultz 1997 , Bickerton 2000 , Gotsi&Wilson 2001 , Aaker 2002 , van Gelder 2002 , Urde 2003) . But , in order to enhance the employees identification with the corporate brand and get their support , the corporate brand values have to reflect the corporate values and culture . If there is a gap between the corporate brand values (the "on stage") , and the actual corporate values (the "back stage") , it will be perceived by the employees as a lie , encourage cynicism and finally damage their identification with the corporate brand . This misbelief of the employees will be transferred to the customers and undermine

their belief in the corporate brand , which will eventually lead to an increasing gap between the brand values and the way customer perceive it , and thus decreasing customer loyalty (Herman 2001) . The notion that corporate brand values and corporate values have to be congruent in order to improve the brand performance was determined by other authors too , like Harris&de-Chernatony (2001) and Key (2002) .

The concept of Person-Organization Fit (POF) deals with the congruence between the employee's own personal values and the values of the organization , according to the employee's perception. Chatman (1989) , O'reilly,Chatman&Caldwell (1991) , Cable&Judge (1996) , Chan (1996) , Kristof (1996) , Cable&DeRue (2002) , Silverthorne (2004) all determined that the greater the POF , the greater is the employees' satisfaction which leads to a greater commitment with the organization and its goals . Chatman (1989) as well as Cable&deRue (2002) added that employees who share the organization values are more likely to help its larger causes and show "extra behavior" .

Harris&de-Chernatony (2001) were more specific regarding the relations between the POF and brand success , by determining as follows :

- the greater the congruence between the corporate values and the

corporate brand values , the better is the brand performance ,

- the greater the congruence between the employees' personal values and the corporate values (the POF) , the better is the brand performance ,

- the greater the congruence between the employees' personal values and the corporate brand values , the better is the brand performance .

A strong POF means , therefore , a higher congruence between the organizational values and the individual values of the employee and also a high fulfillment of the corporate values by the employees . In such a case , when the corporate brand values reflect the corporate values , the employees will not feel they were being lied to because they will realize that they transfer to the customer a brand promise and values that are congruent with the corporate values which they themselves contributed to its creation. Therefore their perception of the corporate brand values will be close or even similar to the brand values of that corporation as declared by the management, and their identification with the brand values will be high too .

Moreover , the greater the POF , the smaller is the gap between the corporate brand values declared by the management and the actual

corporate values . Eyring (2002) determined that in such a case a shared mindset about the brand is created , ensuring that the brand promise and values will be transferred to the customers "as is". The employees will become better "ambassadors" of the corporate values (Cable&deRue 2002) , so the fit between the brand perception of the employees and of the customers will be higher . Aaker (2002) presented the examples of Saturn and Body Shop by stating that their employees , as encountered by customers either in person or through advertisement , are regarded as being committed to the values and culture of the organizations . Most customers , therefore , sense these values and developed attitudes and perceptions accordingly .

To sum up , a higher POF will lead to a higher identification of the employees with the corporate values and objectives as well as to more readiness to make more efforts and do extra work. Thus , on the basis of a resemblance between the corporate brand values and the corporate values , the employees will be more identified with the corporate brand values and thus will be more willing to transfer the brand values "as is" to the customers and as a consequence the customers' perception of the corporate brand will be the same or close to the corporate brand perception of the employees . As a result , the corporate brand perception of customers will be much

alike the corporate brand values and promise , and as a consequence the brand position will be strengthened .

Therefore the answer to the question raised at the beginning of this chapter is that a high POF might be a cause for a higher fit between corporate brand perception of customers and of employees , leading to a decreasing gap between the corporate brand perception of customers and the corporate brand values and promise as determined by the corporate management .

4 . The variables definitions and
classification

Independent variable - Person-Organization Fit (POF) of employees : qualitative-ordinal variable.

Nominal definition :

"judgment of congruence between an employee's personal values and an organization's culture" (Cable&DeRui 2002) .

Operational definition

POF was measured by a subjective measure developed by Cable&DeRui (2002) and was filled by Kfar Hasha'ashuim's franchisees and employees (hereunder and throughout the study called "employees") only . Measuring POF was based on the question of how the respondent perceives his own values as

congruent or not congruent with the organizational values . The respondent had to note whether he agrees and to what extent to three statements , on the basis of an ordinal Likert-style rating scale from 1 (strongly disagree) to 7 (strongly agree) .The measure reliability according to Cronbach's Alpha in Cable&DeRui's (2002) research was .91 .

The reliability of this measure as calculated by the researcher in this study is 0.87 .

Intervene variable – Employees' Brand Perception (EBP) level : qualitative-ordinal variable .

Nominal definition

a process through which excitations from the environment are absorbed by people's senses and turn to be mental representatives in people's minds (Geva 1994) .

Operational definition

A closed structured questionnaire was prepared by the researcher , which contains eight items of brand values chosen by Mr. Avi Katz , Kfar Hasha'ashuim Ltd's owner and managing director, as his preferred brand values of the company) . The respondent (employee) had to answer to what extent he/she agrees with each one of those eight brand values . The respondent had to rank his/her answer in an ordinal Likert-style rating scale between 1

(strongly disagree) to 7 (strongly agrees) , so the higher the ranking of each brand value the higher the brand perception level of the respondent (see appendix 2) .

The reliability according to Cronbach's Alpha is 0.800 .

Dependent variable - Customers Brand Perception (CBP) level : qualitative-ordinal variable .

The nominal and operational definitions are identical to the definitions of EBP level presented above . The only difference is that the CBP level was measured on the basis of the questionnaires filled by the customers .

Moderate variables

Age , gender , status and tenure of the employee in the organization .
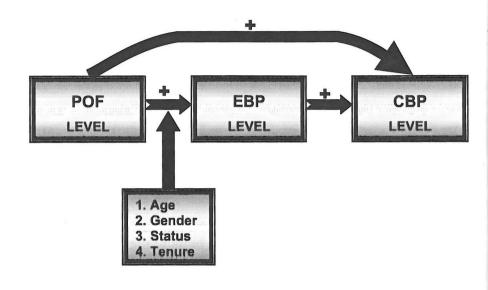
Variables classification :

Age : quantitative-interval variable

Gender : qualitative-dichotomous variable

Status : qualitative-dichotomous variable

Tenure : quantitative-interval/ratio variable

5 . The research model

6 . The research hypotheses

Hypothesis 1

There is a positive correlation between POF of the employees and their EBP level . The higher the POF , the higher the EBP level .

Hypothesis 2

There is a positive correlation between EBP level and CBP level . The higher the EBP level , the higher the CBP level .

Hypothesis 3

There is a positive correlation between POF of the employees and CBP level . The higher the POF , the higher the CBP level .

Hypothesis 4

Age , gender , status and tenure , all influence the correlation between POF of the employees and their EBP level .

7 . Data resources

7.1 The research population

In this study there are two research populations : employees and customers in the retail field in Israel .

7.2 The sample population

The researcher preferred to use a non-probability convenience sampling method by choosing a certain Israeli retail chain .

The selected brand was that of "Kfar Hasha'ashuim" ("The Amusement Village") which is a franchise-based chain in the field of toys and children games . This chain is the largest franchise-based retail in Israel and one of the two leading companies in the toys and games field ; the other one is Toys-R-Us .

"Kfar Hasha'ashuim" contains sixty-four stores and is spread out over the entire country .

So , the sample populations were two :

(1) Franchisees and their employees – about 170 franchisees and their employees who operate 64 stores (2-3 workers in each store) . As was mentioned above the franchisees and

their employees are altogether called , throughout this research , "employees" .

(2) Customers – customers who regularly buy from "Kfar Hasha'ashuim" stores .

101 employees and 121 customers , from 43 stores , participated in the research .

8 . Data processing

The data collected from the respondents was processed by Excel and SPSS . The processing of the data included descriptive statistics and correlational statistics as follows :

Descriptive statistics

The descriptive statistics in this study includes measures of central tendency and of variability .

The standard deviation of the distribution scores are presented in the descriptive statistics in this study .

The whole data are presented in tables and bar graphs which are suitable for nominal and ordinal scores .

Correlational statistics

Correlation is the same as relationship ; correlational statistics means examining the relationship , or the correlation , between

variables (Heiman 2001) . The researcher used the following procedures :

- Chi square procedure - for testing whether the frequencies in the sample represent the predicted frequencies in the population ; used in nominal data .

- T test for dependent variables – for significance testing when the research design involved matched groups or repeated measures and there are only two conditions of the independent variables .

- ANOVA (analysis of variance) - for determining whether significant differences exist in an experiment that involves two or more sample means .

- Fischer's Z test – for measuring differences between correlations .

- Pearson Correlation Coefficient – which is computed from the pairs of X scores and Y scores in a set of data that summarizes and describes the type of relationship present and the strength of that relationship . Pearson correlation coefficient was preferred to Spearman's because the measurement scale is in a range of 1 to 7 (over 4 scores) .

- Partial Pearson Correlation Coefficient – for examining the existence of a mediator variable , by Hierarchic Regression .

9 . The research results

9.1 The results regarding the hypotheses

Here are the results as for the research hypotheses, based on Pearson Correlation Coefficient .

In each hypothesis variation matrix is presented showing the co-variance of the two variables .

Hypothesis 1 : There is a positive correlation between POF of the employees and their EBP level . The higher the POF , the higher the EBP level .

The hypothesis was examined by Pearson Correlation Coefficient and related to each employee separately (n=101) .

Table 1 – Pearson correlation coefficient between POF of the employees and their EBP level

		POF
EBP	Correlation	.511(**)
	Sig. (2-tailed)	.000

(**) p<0.01

There is a significant positive correlation between POF and EBP($r(101)= 0.511$; $p<0.01$) ; the higher the POF the higher is the EBP .

According to the results , hypothesis 1 has been supported .

Hypothesis 2 : **There is a positive correlation between EBP level and CBP level . The higher the EBP level , the higher the CBP level .**

This hypothesis was examined by Pearson Correlation Coefficient between the employees' and the customers' ratings of their brand perception .

Table 2 – Pearson correlation coefficient between EBP and CBP

		CBP Customers
EBP Employees	Correlation	.486(**)
	Sig. (2-tailed)	.001
	N	43

(**) $p < 0.01$; (*) $p < 0.05$

There is a significant positive correlation between EBP and CBP ($r_{43} = 0.486$; $p < 0.01$): the higher the EBP , the higher the CBP .

According to the results , hypothesis 2 has been supported .

Hypothesis 3 : **There is a positive correlation between POF of the employees and CBP level. The higher the POF , the higher the CBP level.**

This hypothesis was examined by Pearson Correlation Coefficient between the POF of the employees and CBP .

Table 3 – Pearson correlation coefficient between POF of employees and CBP

		CPB Customers
POF	Correlation	.207
	Sig. (2-tailed)	.182
	N	43

(**) p<0.01; (*) p<0.05

There is a non-significant positive correlation between POF and CBP ($r_{43}=0.207$; p>0.05) .

According to the results , hypothesis 3 has not been supported , although the results were in the hypothesized direction .

In order to examining whether EBP serves as a mediator variable between POF and CBP , a partial correlation coefficient was calculated while deleting EBP .

Table 4 – Partial Pearson correlation coefficient between POF and CBP

CBP		
-0.056	Partial Correlation	**POF**
40	N	
0.725	Sig. (2-tailed)	

As was presented in Table 4 above the full correlation between POF and CBP is positive and non-significant ($r_{43}=0.207$; $p>0.05$) , but there is a positive and significant correlations between EBP and CBP ($r_{43}=0.486$; $p<0.01$) and between POF and EBP ($r(101)= 0.511$; $p<0.01$) .

By calculating the partial correlation , while deleting EBP , there was no correlation found between POF and CBP ($r=0.056$) , as presented in table 10 . Therefore , whereas there is a full positive , although non-significant , correlation between POF and CBP , but no correlation between these two variables , while deleting EBP, **EBP serves as a mediator variable between POF and CBP** .

Hypothesis 4 : Age , gender , status and tenure, all influence the correlation between POF of the employees and their EBP level .

This hypothesis was examined by Pearson Correlation Coefficient between POF and EBP within sub groups according to the employees' characteristics .

Table 5 – Pearson correlation coefficient between POF and EBP according to age

		POF		
		Up to 30	31-40	+41
EBP	Correlation	.550(**)	.502(**)	.530
	Sig.	.000	.001	.077
	N	42	41	12

(**) $p < 0.01$; (*) $p < 0.05$

The correlation between POF and EBP within the groups is positive but quite similar . According to Fischer's Z test the gap between the groups is not significant .

Table 6 - Pearson correlation coefficient between POF and EBP according to gender

		POF	
		Male	Female
EBP	Correlation	.603(**)	.468(**)
	Sig.	.000	.003

	N	57	38

(**) p<0.01

The correlation between POF and EBP in Males is higher than in Females , but according to Fischer's Z test the gap between the groups is not significant .

Table 7 - Pearson correlation coefficient between POF and EBP according to status

		POF	
		Franchisees	Employees
EBP	Correlation	.537(**)	.564(**)
	Sig.	.000	.000
	N	40	55

(**) p<0.01

The correlation between POF and EBP is quite similar and according to Fischer's Z test of the gap between the groups is not significant .

Table 8- Pearson correlation coefficient between POF and EBP according to tenure

		POF		
		Up to 2 years	3-5 years	6-10

				years
EBP	**Correlation**	.638(**)	.573(**)	.255
	Sig.	.000	.000	.424
	N	49	34	12

(**) p<0.01; (*) p<0.05

As far as the tenure is longer the correlation between the variables is lower . According to Fischer's Z test the gap between the groups is not significant .

9.2 Other results

T and ANOVA tests were made to examining the relations between the employees' and customers' characteristics , on the one hand , and POF , EBP and CBP on the other hand .

Employees

According to these tests there were no correlations found between the employees' and customers' characteristics and the research variables , except for the correlation between the employee's age and POF and EBP . See table 14 .

Table 15 – ANOVA test – the correlation between employee's age and POF and EBP

	Up to 30		31-40		41+			
	Mean	**Std. Dev.**	**Mean**	**Std. Dev.**	**Mean**	**Std. Dev.**	**F(2,92)**	**Sig.**

POF	5.95	.50	5.93	.53	5.47	.56	4.311*	.016
EBP	6.05	.64	6.04	.55	5.54	.96	3.089	.050

(*) $p<0.05$

A significant correlation was found between age and POF ($F_{2,92}=4.311$; $p<0.05$) : within employees at the age of 41 and above the POF is lower (5.47) than within younger employees (5.95 and 5.93) .

Also , significant correlation was found between age and EBP ($F_{2,92}=3.089$; $p=0.05$) ; within employees at the age of 41 and above the rating was lower (5.54) than younger employees (6.05 and 6.04) .

Therefore , whenever the employee is older , his/her both POF and EBP levels are lower than those of younger employees .

Customers

No correlations were found among customers regarding the research variables .

10 . Conclusions

According to the research outcomes two of the four research hypotheses , 1 and 2 , were supported while the outcomes regarding hypothesis 3 followed its direction , although it was not supported statistically . Hypothesis 4 , which related to moderate variables , was not supported .

These results show that Person-Organization Fit affects the brand perception of the employees in a positive direction and that the brand perception of customers is correlated positively with the brand perception of employees . The research shows also that the brand perception of employees was found as a mediator variable between POF and the brand perception of customers .

An interesting outcome is that there is a significant correlation between employee's age and POF and EBP as well . In both , elder employees (more than forty-one years old) had lower POF and EBP than younger ones . This outcome might point out that elder employees feel less comfortable with the organization culture and values as well as with its brand values . Moreover , whereas elder employees have a low POF in relation to younger employees they have also a low EBP ; this result fits the positive correlation which was found between POF and EBP (hypothesis 1) .

This study proved once again that internal branding has a major role in building a powerful and successful corporate brand .

11 . Suggestions for further studies

The researcher's suggestions for further studies are as follows :

(1) Whereas this study is a "pioneer" in exploring the POF impact on brand perception of employees and of customers , it is worthwhile to go deeper into this issue and study it in other organizations , mainly in the service sector . Kfar Hasha'ashuim is a retail company which combines tangible products as well as service aspects . It seems to the researcher that exploring this model in organizations which engage in service "per-se" (banking , insurance , universities , etc) will give it even more support and reinforcement .

(2) Whereas Kfar Hasha'ashuim is a franchised chain it might be that employees who run the chain stores , in comparison to franchisees , will feel more committed to the organization culture and objectives and thus may feel more obliged to stand behind it . Therefore a similar research in wholly owned retail chain stores may reveal that the correlations examined in this study are even higher .

(3) Another model to explore , according to the researcher's mind , is regarding the POF as a moderate variable that may influence

the correlation between EBP and CBP .

(4) This study measured POF through a subjective measure . It is recommended to measure it also through an objective one , like the one of O'reilly,Chatman& Caldwell (2001) . A comparison between these two measures types in relation to this research model will expand the scope of the whole study and will point out to the most POF feasible measure regarding this research model .

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13 . Publications

1. **Hogyan befolyasolja a szemely-szervezet illeszkedes a marka megiteleset** – Marketing&Menedzsment XXX1X evf. (in print) , Co-author – Farkas, Ferenc .

2. **The impact of person-organization fit on the corporate**

brand perception of employees and of customers –
submitted to the Journal of Change Management , Co-author –
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3. **The relationship between the human resource and brand perception** – published in the conference : Current issues in change management – challenges and organizational responses, University of Pecs , May 2005 , P.115-132 .

4. **Convince your people and they'll convince your customers** – published in Status- The Magazine of Managerial Thinking , Israel, February 2005, p. 32-35, Co-author – Farkas, Ferenc .

5. **Improve organizational performance : "fit values" and "hidden values"** – published in the 2nd International Conference on Management , Enterprise and Benchmarking, Budapest Tech, June 2004, p. 37-46 , Co-author – Farkas, Ferenc .

6. **Values are tools for improving performance** – published in Status – The Magazine of Managerial Thinking , Israel, May 2004, P. 42-47 , Co-author – Farkas, Ferenc .

7. **Evaluating organizational objectives according to "strategic intent" – a new approach** – published in Status – The Magazine of Managerial Thinking , Israel , November 2003 , P. 34-39 .