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Effects of employee CBI and Fit moderation on the relationship of customer identification variables with PWOM, willingness to pay and attitudinal loyalty.

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2021**

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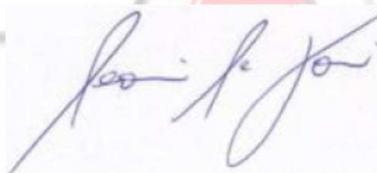
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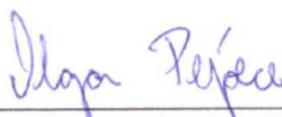


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ABSTRACT

Consumer-company identification (CCI), firm fit, and consumer-brand identification (CBI) are important drivers of performance to companies and their understanding bring important managerial decisions. This quantitative, descriptive, multilevel and, cross-sectional study with customers and employees of a local supermarket-chain examines if and how employees' CBI and fit affect customer's relationships with three expected consumers' outcomes: positive word of mouth, attitudinal loyalty, and willingness to pay, as previous studies did not explore the employee moderation with the variables this study proposed. Results suggest that customer CBI and interactions about firm's attractiveness and coherence are more valuable to improve PWOM. Employee fit was important to the process as it changed customer CBI effect and positively moderated the relationships between customer CBI and PWOM, suggesting that even when the relationship between employee and customer is not so close, the employee variables are important to enhance customers' outcomes and, therefore, should be given attention.

Keywords: firm fit; multilevel; identification.

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1. INTRODUCTION

Identification was researched originally between companies and their employees and it motivated employees to be more engaged with the organization's goals (Ahearne, Bhattacharya & Gruen, 2005, p.576). Consumer-company identification (CCI) and consumer brand identification (CBI) are based on social identity theory from psychology, which states that people search for a sense of belongingness to groups, which in turn contributes to self-enhancement, for example. Therefore, consumers search for satisfaction of self-motives through brands and companies as a way to express their identity, their extended self. CCI and CBI are cognitive and affective states that connect companies or brands to consumers leading to many positive outcomes to their relations as loyalty, positive word-of-mouth, and willingness to pay premium prices, for example.

CBI is defined by Wolter et al. (2016, p.02) as “a cognitive state of self-categorization wherein a consumer consciously views a brand as representing his or her self-concept”. In this study, the CBI variable will be adapted to employees and will be called **EBI** (employee-brand identification). According to Bhattacharya and Sen (2003, p.76), **CCI** is “the primary psychological substrate for the kind of deep, committed, and meaningful relationships that marketers are increasingly seeking to build with their customers”.

Even though CBI and CCI come from the same theory and are very similar, the bonds of connections with customers are in different degrees. While CBI is closer to customers because through products it interacts more with them, companies are a little bit more distant from customers (Bagozzi, et al., 2012). Also, CCI is divided into two dimensions as *cognitive* (driven by self-uncertainty) and *affective* (driven by self-enhancement), which may affect outcomes differently (Wolter & Cronin, 2016).

Related to identification, there is **Identity Attractiveness (IA)**, which has significant importance in this context because consumers aspire for benefits that may result from the relationship between the company's image and its attraction, as self-difference and self-enhancement. Ahearne, Bhattacharya, and Gruen (2005, p.577) defined IA as “when a customer sees the construed external image of a company as attractive”. IA has effects on employees too because they also reach benefits for their needs through their relationship with the company they work (Marin, Ruiz & Rubio, 2008).

With a little bit distant relationship to CCI and CBI than IA, there is **fit**, which is “the perceived link between a cause and the firm’s product line, brand image, position, and/or target market” (Deng and Xu, 2017, p.517). Fit is the moderator of the relation between CSR and CCI. Fit was found to be positively related because of the perception that the company’s actions are coherent with their business and image, therefore when CSR actions are more coherent with the company’s business model and values, the company is seen as less suspicious and more trustworthy by customers, some characteristics that they may find or want for themselves too.

Previous researches related CBI with consumer loyalty as an expected outcome. According to Oliver (1999, p.34), loyalty is a “deeply held commitment to rebuy or repatronize a preferred product/service consistently”. Attitudinal loyalty as an outcome was related with CCI by Wolter et al. (2017) and the effect of identification in loyalty, regarding conviction and depth level was confirmed. However, the lack of research is evident regarding the moderation of those relationships between CCI, CBI, and IA by employee variables and even more considering employee fit and EBI variables. Therefore, the proposed model of this research was not studied before and interactions between variables and their moderations were not either.

An Apas (Paulista Association of Supermarkets) 2018 research showed that supermarkets are very known and visited by 89% of 16 years or older people with no distinction between genders, economic situation, or ages. In addition to that, it is an activity with significant interaction with customers as the average of visits to the supermarket by month is four times. Therefore, supermarkets are a relevant sector to study as researches may bring to the scientific community and managers knowledge about how to improve the relationship between supermarkets and their customers so a better performance and relationship are reached through adequate market strategies.

1.1 RESEARCH QUESTION

There are several studies concerning CBI and CCI, relating consumer loyalty, willingness to pay, and WOM as expected outcomes, but none evaluated how CBI and IA affect attitudinal loyalty, or how employee EBI and fit affect the relationship between customer CCI affective, CCI cognitive, CBI, and IA relationships with those three outcomes. How loyalty is affected when a new brand is introduced was studied by

Lam et al. (2010). They discovered that brand switching can also happen when there is consumer social mobility but they also found that CBI inhibits the brand switching, but its effects change over time. Lam, Ahearne, and Schillewaert (2012) showed that CBI is positively related to perceived quality, identity-sustaining (as loyalty), and identity-promoting behaviors, but they did not use any moderator.

Kang et al. (2015) studied how CCI was related to the effectiveness of loyalty programs. They found that loyalty programs are positively related to CCI, which in turn is positively related to company loyalty. However, CCI was not treated as a complex variable, by having different dimensions. Wolter and Cronin (2016) studied CCI considering affective and cognitive dimensions and also the three expected outcomes of the model this research is proposing. However, there was no employee moderation in their relationships, which is what is new in this research, compared to Wolter and Cronin (2016).

Wolter et al. (2017) studied the relationship between CCI and attitudinal loyalty which led to WOM, but focused only on attitudinal loyalty antecedents and not on how WOM was affected by CCI. They found that CCI led to strong attitudinal loyalty, therefore resistant to high barriers of purchase as actions from competitors and time resistance. In this study, the separation between CCI cognitive and CCI affective was not considered too. Deng and Xu (2017) considered fit and in their model as a moderator between CSR and CCI variables which led to PWOM intentions and loyalty. Their research considered mineral water and cigarette as separated groups and found that fit positively moderates the relationship between CSR and CCI (as a general construct) in mineral water group and negatively in cigarette groups because cigarette groups cause negative associations already and high-fit CSR activities caused people's sense of identity to be reduced. Therefore, fit was never used as a moderator of other relationships like the one we propose in this study.

This research aims to fill this research gap by studying CBI, CCI affective and cognitive, and IA relationship with PWOM, attitudinal loyalty, and willingness to pay moderated by employee fit and employee EBI. Therefore, addresses the following question: *do employee fit and EBI moderation affect the relationship of customer identification variables with positive word-of-mouth, willingness to pay, and attitudinal loyalty?*

1.2 RESEARCH GOAL

1.2.1 General goal

To analyze if employee fit and CBI moderation affect relationships between customer CCI cognitive, CCI affective, CBI, IA, and three expected outcomes: willingness to pay, PWOM, and attitudinal loyalty.

1.2.2 Specific objectives

- To analyze the main effects of customer CBI, IA, CCI affective, and CCI cognitive on attitudinal loyalty, PWOM, and willingness to pay.
- To analyze the moderation effects of employee EBI on the relationship between customer variables (CBI, IA, CCI affective, and CCI cognitive) and customer outcomes (attitudinal loyalty, PWOM, and willingness to pay).
- To analyze the moderation effects of employee fit on the relationship between customer variables (CBI, IA, CCI affective, and CCI cognitive) and customer outcomes (attitudinal loyalty, PWOM, and willingness to pay).

1.3 JUSTIFICATION

This section is divided into two paragraphs that have the objective to explain the importance of this study to CCI and CBI. The next paragraph will explore CCI and CBI and constructs and the last one will explore attitudinal loyalty.

Consumer-company identification and consumer-brand identification depend on an important personal and brand or company attribute which is identity. Both of them play an important role in the acceptance and success of brands, companies, and their products since the outcomes of these constructs impact directly the performance of brands and companies. Although identification has been recognized as an important strategic feature to brands, companies, and researchers, there are still things to be explored about it and even more when we consider the complexity of company identification because it still needs to be explored and findings show that CCI cognitive and CCI affective may have different effects on expected variables.

Although there are many studies about loyalty, researchers still know little about how and what the different types of loyalty affect and are affected by different drivers. Wolter et al. (2017) highlight the complexity of loyalty showed by previous researchers and adds knowledge to loyalty at conviction (true loyalty), reinforcing that true loyalty is composed by a high attitude towards the brand and high repurchasing behavior as loyalty at uncertain (latent loyalty) is composed by a high attitude toward the brand, but that is not converted into high repurchase behavior. Due to this complexity of loyalty construct, the research brings some light to the fact that keeping a consumer attached to the brand is a more complex task, despite the influence that it has been already proved that identification has, it is important to know how employees may influence the equation, even though the exact type of loyalty (considering depth and conviction) was not identified in this research.

2. THEORETICAL BACKGROUND

This chapter contains the main concepts and theoretical contributions that were found in the literature that concerns the theme of this research. It is divided into three subtopics as following: CCI, CBI, and loyalty.

2.1. CONSUMER-COMPANY IDENTIFICATION

At first, identification was researched in the relationship between companies and their employees and between non-profit organizations and their members, motivating them to be engaged with the achievement of organizations goals (Ahearne, Bhattacharya & Gruen, 2005, p.576). This kind of identification received the name of organizational identification, which was developed from social psychology and social behavior, where identification was known to satisfy self-definition and the need for social identity, resulting in positive loyalty, according to Mael and Ashforth (1992, p.116). Social identity theory states that people search for a social identity by “identifying with or categorizing themselves in a contextual manner as members of various social categories” (Bhattacharya & Sen, 2003, p.77). To Ashforth and Mael (1989), social identification leads people to identity-congruent behavior, so people engage in activities that match with aspects of the social identity.

Such outcomes, like loyalty and positive word-of-mouth, attracted marketing researchers to verify if they could happen in customer-company relationships as well (Ahearne, Bhattacharya & Gruen, 2005, p.574) to help managers and companies to create a bond with their customers, among other things. In this context, identification is the recognition by the customer that a company represents his or her identity and thus satisfies self-motives (Wolter et al., 2017).

To Bhattacharya and Sen (2003), CCI is motivated by the satisfaction of one or more customer self-definitional needs and is an active, volitional, and selective action. Therefore, it is not possible to create it by companies in a unilateral way but they still must be considered as key components of people’s identities. Because there is a process that occurs in people’s minds to identification to happen, they adopted the concept that CCI is “a cognitive state of self-categorization”.

Self-categorization is done by customers comparing the way they define themselves with the characteristics of the category (Mael & Ashforth, 1992, p.105). According to Ahearne, Bhattacharya, and Gruen (2005, p.576), there are three principles related to customer needs for this categorization, that interfere with companies' perceived characteristics and, thus on the strength of the identification: self-continuity, self-distinctiveness, and self-enhancement (e.g. feelings of proud, well-being, connection, and belongingness) which can influence brands' choice.

Wolter and Cronin (2015) claimed previous researches on CCI were focused on cognitive evaluations, noticing how customers were thinking and neglected the emotional side of CCI or how customers were feeling. Therefore, they divided CCI into cognitive (driven by self-uncertainty) and affective (driven by self-enhancement), to research how each of them separately affect customer behaviors and attitudes. Their findings showed that cognitive and affective customer-company identification may act differently, depending on the outcome, so they should be analyzed separately. Their findings showed that CCI cognitive and CCI affective may act differently, depending on the outcome, so they should be analyzed individually.

It is claimed that CCI's components are customer's knowledge about the company's reputation, their perceptions about its characteristics and also customer's reactions when they are somehow in contact with the company as moods, emotions, and evaluations. Therefore CCI is based on customer's perceptions about the company's characteristics, and identity. This company identity is composed of core values and its demographic characteristics (Bhattacharya & Sen, 2003, p.78).

"Achieving identification also demands effective communication of the company's identity" (Brashear-Alejandro, Kang & Groza, 2015, p.2), therefore it seems important to companies to report things that enhance their characteristics they want their customers to identify with as CSR (corporate social responsibility) activities, product offerings, to have employees that also are in line with company identity, among other things.

CCI is influenced by symbolic, social, and instrumental antecedents (Lam, 2012). Symbolic and instrumental drivers are at the individual level, while social antecedents are at the group level. Some of the symbolic drivers are psychological needs, CSR (corporate social responsibility), and prestige uniqueness. Satisfaction, product usage, and cost switch are examples of instrumental drivers. Lastly, the social drivers are network effects, social support, justice, among others.

Ahearne, Bhattacharya, and Gruen (2005) found that when CCI is stronger, customers tend to buy and recommend more the focal company and its products. The study also revealed that CCI mediates the effect of company perceived characteristics on both product usage and extra-role behaviors, which are more influenced by the external image of the company, than by the product.

In addition to CCI and linked with it, there is identity attractiveness (IA), that according to Ahearne et al. (2005), refers to the customers' perception about how attractive the external image of a company is. This comes from customers' belief that those company attributes showed in the company's external image are valued by people that are relevant to them and, therefore, are important to their identity, causing a strengthening of identification with the focal company.

Mari, Ruiz, and Rubio (2008) said the IA is important to consumers because they aspire for benefits that may result from this relationship as self-difference and self-enhancement. This IA has also similar effects on employees, who also fulfill some of their needs through their relationship with the company. The researchers also argue that IA has a link with feelings of affection to certain companies and it does not necessarily convert into actions towards the company, therefore individuals may feel attracted to several companies, therefore it is positively related to identification, but not to loyalty.

Also related to CCI, there is fit, which is defined by Deng and Xu (2017) as "the perceived link between a cause and the firm's product line, brand image, position, and/or target market". In their study, fit moderates the relation between CSR and CCI, strengthening CCI. This effect happens because fit is the perception that the company's actions are coherent with their business and image, therefore when CSR actions are more coherent with the company's business model and values, the company is seen as less suspicious and more trustworthy by customers.

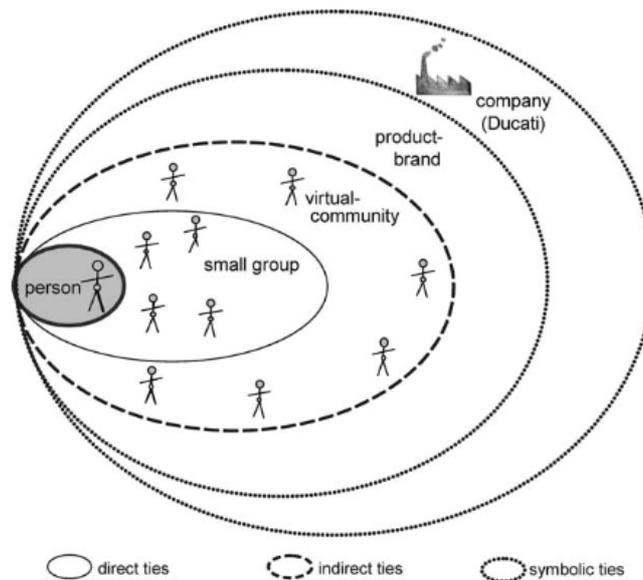
2.2. CONSUMER-BRAND IDENTIFICATION

Originated from the same theory and line as CCI, in the customer realm there is also CBI, which happens when there is an overlap between consumer and brand personality, leading to identification. Although both are about relationships between customers and companies in the end, it is important to separate customer identification with brands of customer identification with companies because the brand identity may

be different from the company identity that produces the product (Bhattacharya & Sen, 2003, p.77). CCI is “the primary psychological substrate for the kind of deep, committed and meaningful relationships that marketers are increasingly seeking to build with their customers” (Bhattacharya & Sen, 2003, p.76).

Bagozzi, et al. (2012, p.64) researched customers of Ducati motorcycles and their relationship with different dimensions of social identity starting from the most personal to the most impersonal contact (Fig. 1). The first dimension is personal identification, followed by small group identification, virtual-community identification, product-brand identification, and lastly, company identification (which was Ducati). Therefore, in his diagram is possible to see that both company and brand relationship with people happen by symbolic ties and that in the case of brands, they are a little bit closer to people than companies because they allow direct interaction between customers and products, for example.

Figure 1 - Social identity as extended relationships of self to meaningful groups and objects.



Source: Bagozzi, et. al. (2012, p.64)

Direct ties are those with personal contact and, therefore, it is known to provide a sense and meaning of belongingness to the social group and to connect people through face-to-face interactions. In the intermediate tie it is possible to see the virtual-communities, where the customer may interact and exchange experiences and advices, but virtually. But although company and brand identification are impersonal relationships, customers may still experience a symbolic tie by perceiving its reputation, depending on the distinctiveness of the company compared with its competitors. In the

case of brands, it depends on the level of significance that a brand can afford in psychological, social, and cultural realms.

“Unlike a brand, a company is an impersonal object with vague, multiple foci in the minds of consumers. Yet some feeling of connection and limited bond of inclusiveness should be experienced because the company is the originator of the valued brand and physical product.” (Bagozzi, et. al., 2012, p.67)

Also, Stokburger-Sauer, Ratneshwar, and Sen (2012) related customer-company identification as a driver of CBI. According to them, the customer has a need of stability and consistency for the self that can be reached by the overlap of commercial entities identity (as brands or companies) and self-identity. CBI is defined by Stokburger-Sauer, Ratneshwar, and Sen (2012, p.407) as “a consumer's perceived state of oneness with a brand”.

Just like happens with CCI, even though many authors also define CBI as a cognitive process without mentioning specifically the affective side of CBI, Malär et al. (2011) researched emotional brand attachment, which is defined as “the bond that connects a consumer with a specific brand and involves feelings toward the brand”, arguing that the emotional attachment is a component for self-concept, which is a driver or identification.

Stokburger-Sauer, Ratneshwar, and Sen (2012) reinforced that emotional attachment by finding six antecedents for CBI (three cognitive and three affect-based): brand-self similarity, brand distinctiveness, brand prestige, brand social benefits, brand warmth, and memorable brand experiences. They also found that CBI tends to vary according to the level of consumer’s involvement with a product category because brands are consumed along time and repeatedly. This helps to acknowledge the reason people identify with some brands and others they do not.

2.3. LOYALTY

According to Oliver (1999, p.34), brand loyalty is "a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, causing repetitive same brand or same-brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior". Bhattacharya and Sen (2003) classified loyalty behavior as a commitment to the social identity, similar to CBI, but they differ from each other because “not all loyal customers who repurchase

the same brand and do not switch to other brands actually identify with the brand” (Lam et al. 2010, p.131).

Stokburger-Sauer, Ratneshwar, and Sen (2012) argue that CBI can have behavior outcomes beyond repurchase, such as brand advocacy when the brand is being criticized. Besides that, customers may find identification with a brand without even consuming the products, something that does not happen with loyalty because it is linked with repurchase behavior. According to Johnson, Herrmann, and Huber (2006), the influence of the cognitive process raises with the number of experiences the consumer has with the brand because the consumption experiences become more consistent, therefore, the affective process decreases.

Previous researches related CBI with loyalty (Wolter et al., 2016; Stokburger-Sauer, Ratneshwar, and Sen, 2012) and loyalty is also an expected outcome of customer-company identification, so products produced directed for the same segment by the same company that holds the identification tend to benefit from the company’s loyalty as well (Bhattacharya & Sen, 2003).

Wolter et al. (2017) researched loyalty to discover why sometimes loyalty is easily broken and which are the antecedents of this kind of loyalty. This easy-to-broke loyalty is called latent or shallow loyalty, is psychologically related so do not always turn into actions, it is more like an intention and is a problem for customer retention. The desired loyalty by companies and brands is true and deep loyalty, which turns into behavior even in presence of barriers.

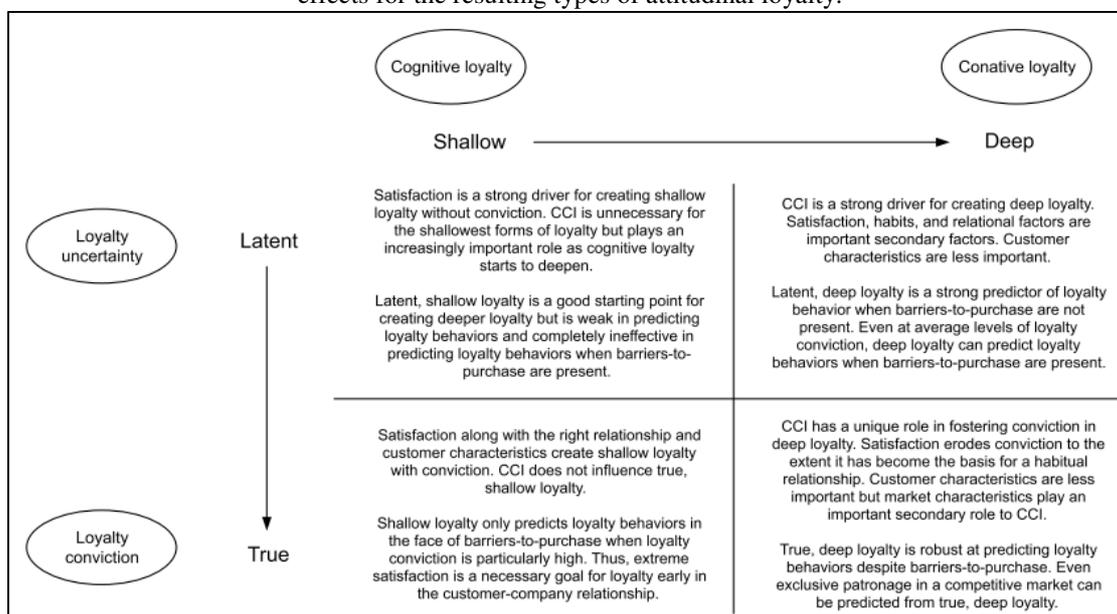
Customer loyalty has behavioral and attitude components. Behavioral components are those attitudes directed to the object of interest and attitude goes from cognitive to an affective and lastly conative state where there is a “deeply held commitment to rebuy or repatronize a preferred product/service consistently” (Oliver, 1999, p.34).

As loyalty may also depend on the conviction of the customer about it, it may also depend on the contextual situation and even mood this same customer is in. Therefore, it is important to know the conviction strength of customers in a study because it will show how separate from environmental cues the customer judgment is. One of these cues may be awareness about the market options (range of products, competitors, prices, promotion) this customer is because if s/he lacks information about the market, it is possible that when new information comes, s/he will change his or her mind about that loyalty.

Therefore, Wolter et al. (2017) divided attitudinal loyalty into two dimensions: magnitude, which refers to the observed evaluation, and conviction, which refers to the degree of certainty of the magnitude and is about how complete and significant the customer's information is. When a customer is convicted, s/he is less influenced by counter-arguments and the probability of using attitudinal loyalty in the spontaneous decision process is bigger (Wolter et al., 2017). Thus, when a consumer with high conviction is in a purchase situation, a person that has information enough to understand the market and distinguish a specific brand from the others, so this consumer's choice becomes trustworthy for the brand.

To illustrate the differences among the loyalty types, Wolter et al. (2017) organized a matrix where it is possible to differentiate them by the conviction and commitment degree (Figure 3). True and latent loyalty may be observed in the left margin, as loyalty at uncertain – when a consumer declares him/herself loyal to a brand, but when in a purchase process, may not translate that psychological loyalty to purchase behavior – and loyalty at convict – when the psychological loyalty is translated to purchase behavior.

Figure 2 - A matrix based on the magnitude and conviction that specifies differential antecedents and effects for the resulting types of attitudinal loyalty.



Source: Wolter et al. (2017, p.15)

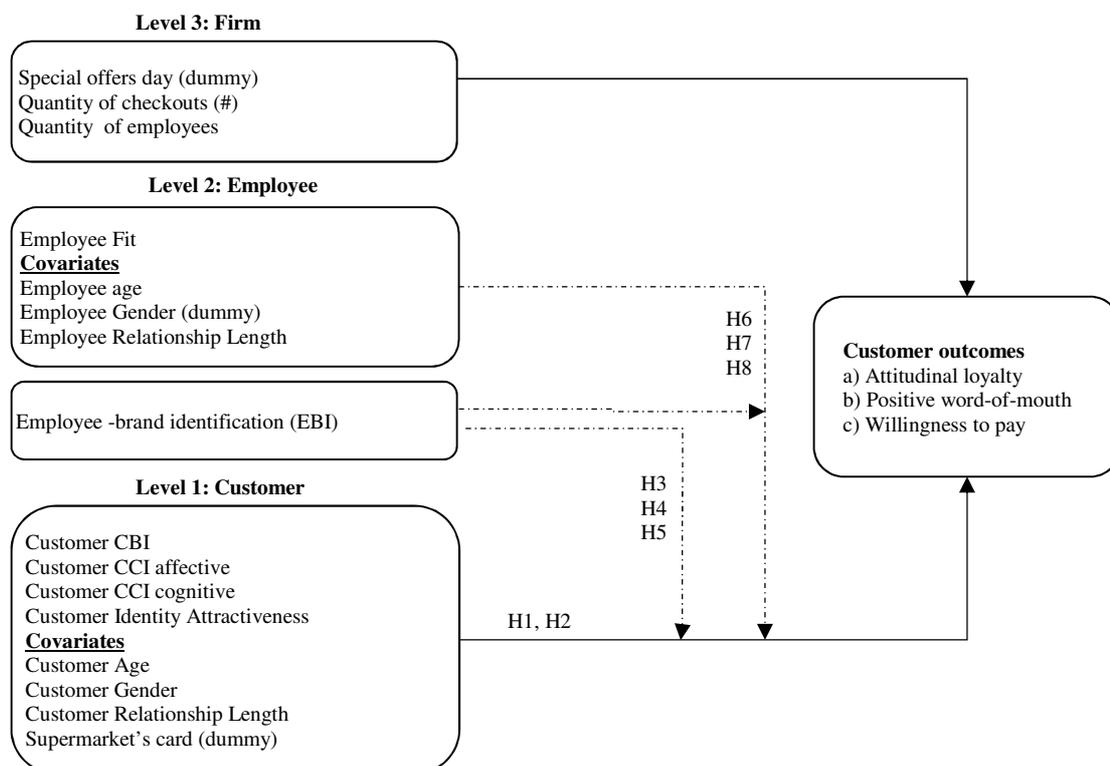
The strongest way of satisfaction, when there are true conviction and deep commitment, located in the low right square, is called by Oliver (1999) “ultimate loyalty”. It is suggested by previous research that identification is effective to predict

loyalty even when there are barriers to the customer maintain it, like an aggressive competitor's product offering, for example (Lam et al., 2010).

3. CONCEPTUAL MODEL AND HYPOTHESES

This chapter is dedicated to present the proposed conceptual model (Figure 3), which shows the suggested propositions in this research, followed by the formulated hypotheses and their backgrounds.

Figure 3 – Conceptual model



Source: the author

According to Wolter et al. (2017, p. 4), CCI fosters conviction because through identification customers “create and hold a complete and favorable image of the organization and its products”. Both brand and company identification come from the same theory of social identity and, according to Bagozzi et al. (2012, p. 64), have symbolic ties with consumers. Thus brands are even closer to consumers than companies because they are directly linked to products that are responsible for materializing brands and thus are directly related to the consumers’ experiences. Products enable consumption experiences and the built of a consumer-brand relationship. In this study, consumers of the products produced by the supermarket and customers of the supermarket will not be differentiated because it is assumed that respondents are both. Following this idea, this research aims to confirm if the findings about attitudinal loyalty from Wolter et al. (2017) may be applied to CBI as well.

This first hypothesis suggests that customer CBI is positively related to attitudinal loyalty, assuming that, as customer-company identification plays an important role in both cognitive and conative loyalty (Wolter et al., 2017) CBI is also positively related with deep (conative) and true loyalty (conviction) which strengthens loyalty when in presence of barriers-to-purchase.

CBI is a facilitator of social identity expression, which causes “deep, committed and meaningful relationships” (Bhattacharya & Sen, 2003, p. 76). And, in addition to the logic that CBI outcomes may be similar to CCI outcomes, Wolter and Cronin (2016) also found that PWOM and willingness to pay are positively related to CCI, therefore this research aims to confirm if CBI is also positively related to PWOM and willingness to pay, as there is no study relating both pairs yet.

H1: Customer CBI is positively related to attitudinal loyalty (1a), PWOM (1b), and willingness to pay (1c).

The second hypothesis suggests that IA is positively related to attitudinal loyalty, PWOM and willingness to pay. Considering that those outcomes were already related to consumer identification antecedents by previous studies (Wolter et al., 2017; Kang, Alejandro & Groza, 2015; Deng & Xu, 2017; Wolter & Cronin, 2016) and also that Marin, Ruiz, and Rubio (2009) found that IA is defined as the degree people are attracted to the identity of a company or brand, it seems to be an important factor to cause identification because it also seems logical that there must be some degree of attraction between customers and companies/brands to identification to happen. Besides that, Wolter et al. (2016) found that strong brand personalities have the potential to attract and also to repulse consumers, therefore some of them will identify with it, making an approach movement toward the brand, due to the attractiveness of the identity of the brand or company. This hypothesis suggests that IA will behave similarly to identification towards the proposed outcomes.

H2: Customer IA is positively related to attitudinal loyalty (2a), PWOM (2b), and willingness to pay (2c).

The third hypothesis suggests that employee EBI will positively moderate the relationship between customer variables (customer-brand identification, customer-company identification, and identity attractiveness) and proposed outcomes because employees carry the image of the company with them while they are working being usually in direct contact with customers, therefore helping customer identification to happen as they identify with a brand, affecting their impressions and feelings positively

or not. According to Ahearne, Bhattacharya, and Gruen (2005), the identification between companies and their employees motivate them to be engaged with the achievement of organizations goals, employees' identification may moderate and impact customers identification by influencing customers to identify or not with the company and then, to react influencing also their outcomes. Therefore, when employees identify with the company, there is a possibility that they feel more engaged to promote the company, brand, and products they work for.

H3: Employee EBI positively moderates the relationship between customer CBI (3a), customer CCI cog (3b), customer CCI affective (3c) customer IA (3d), with PWOM.

H4: Employee EBI positively moderates the relationship between customer CBI (4a), customer CCI cog (4b), customer CCI affective (4c) customer IA (4d), with attitudinal loyalty.

H5: Employee EBI positively moderates the relationship between customer CBI (5a), customer CCI cog (5b), customer CCI affective (5c) customer IA (5d), with the willingness to pay.

Hypothesis number four suggests that employee fit positively moderates the relationship between the four customer variables and PWOM, attitudinal loyalty, and willingness to pay. This research aims to test these moderations because as fit was tested as a moderator of the relationship between CSR and CCI, since it concerns the coherence between the company's actions and its business, and CSR is a driver of customer identification, as shown by Lam (2012), Deng and Xu (2017) and other studies, it should cause a similar effect moderating identification variables with proposed model outcomes.

To Deng and Xu (2017) fit is "the perceived link between a cause and the firm's product line, brand image, position, and/or target market" which strengthens CCI. Therefore this study suggests that fit will strengthen the relationship between the four customers variables and its outcomes, as the more the employees see coherence where they work, the more they tend to be happy and identify with the company, passing the feeling to the customer and being more engaged to achieve the company's goals.

H6: Employee fit positively moderates the relationship between customer CBI (6a), customer CCI cog (6b), customer CCI affective (6c) customer IA (6d), with PWOM.

H7: *Employee fit positively moderates the relationship between customer CBI (7a), customer CCI cog (7b), customer CCI affective (7c) customer IA (7d), with attitudinal loyalty.*

H8: *Employee fit positively moderates the relationship between customer CBI (8a), customer CCI cog (8b), customer CCI affective (8c) customer IA (8d), with the willingness to pay.*

4. METHOD

This chapter contains descriptions about how the research will be done and it is divided into seven subtopics as follows: research, data collect procedure, population, sample, conceptual definitions, operational definitions, and construct measurement.

4.1. RESEARCH

According to Cooper and Schindler (2016), quantitative research in business administration aims to measure behavior, knowledge, opinion, or attitudes, for example, using statistical procedures. For Creswell (2004), the choice of the research method depends on the objective of the research and the type of data to be collected.

Quantitative researches may be exploratory or descriptive and usually are positivists, aiming at the finding of a scientific truth through a precise and objective capture of the external objects (Faria, 2010). Descriptive marketing researches aim to describe something and, according to Malhotra (2019), need deep previous knowledge from the researcher about the research problem because then the researcher may formulate specific hypotheses about it, while in the exploratory research, the researcher is still finding more information and explanations to the research problem. Vieira (2002, p.65) complements descriptive researches characteristics by reminding that they also may search for relationships between variables, using representative samples from the population and collecting data, especially through surveys.

Regarding the formulation of hypotheses, there is the hypothetical deductive method, which intends to be conclusive and tested empirically, based on the concept that hypothesis is a proposition with tentative and conjectural nature, formulated to be tested empirically (Cooper & Schindler, 2016). The research is a quantitative, descriptive, and positivist study which adopts survey investigation.

As most people frequently need to shop at supermarkets to buy important items for their lives, supermarket customers were chosen to answer this survey. At supermarkets we find all kinds of people, from different ages, genders and economic classes and, besides that, some supermarket consumers tend to have high involvement with supermarkets as some of them usually go to the same store and more than once a week, in some cases.

According to an APAS (Paulista Supermarket Association) research published in 2018, customers usually visit supermarkets four times a month and one-third of them visit once a week or more. Their research also showed that those frequent customers tend to be more critical regarding prices, layout changes and are more affected by any changes. As the family income increases, they tend to visit the supermarket more and to shop by impulse more as well. This happens because families with lower incomes usually plan their purchases more. APAS is a reference for supermarket studies in Brazil and is responsible for the biggest and more important fair of business in this segment, which happens in Sao Paulo, every year in May, with national and international companies and visitors.

Therefore information about the relationship between consumers and supermarkets is relevant and important to researchers and marketing managers because it may help supermarkets and their brands to invest and/or focus on distinctive attributes besides building a strong identity, which attracts and repulses consumers, reinforcing the relevancy of the research.

A local supermarket chain with seven stores in seven different cities in the region of Maringa was the focus of this research. The survey will be applied to employees and customers of all stores of this supermarket chain by researchers in person and taking all the sanitary measures required due to COVID-19 pandemic. Data will be collected in a single month.

The first store of the selected supermarket chain was founded in 1974, but this store does not exist anymore. However, Iguatemi store was opened in 1989, followed by Maringa in 1997, Sarandi in 2000, Mandaguari in 2004, Nova Esperança in 2006, Paiçandu in 2016 and Mandaguaçu in 2017. Because this supermarket chain has been close to customers for a long time, they had older and longtime customers and young ones who are following the family's tradition of buying from them as well.

4.2. DATA COLLECT PROCEDURE

The data collection procedure will be cross-sectional. Cross-sectional studies collect the data from the sample in a single moment (Malhotra, 2019). And, according to Lavrakas (2008), it is described as a snapshot because it is used to make inferences concerning a population universe at a point in the timeline. Also, respondents are

supposed to answer about a variable a single time, differently from panel surveys, which measures changes in population over time.

Participants of the survey are customers and employees of the supermarket. Customers answered the survey questions asked by the researchers when they were leaving the stores to avoid contamination because a large number of customers answered in a short period, and employees answered the survey themselves to avoid interference of researcher presence, so they had more privacy. This method was chosen because it was more effective to collect the answers from customers right after their experience with the supermarket and, regarding employees, they could be more suspicious if the data collecting was done by internet, as they would not see who was in charge of receiving the answers.

Respondents who bought nothing at the stores were excluded from the research due to the absence of information to answer some of the questions and also research considered only respondents who bought at the period and days the researchers visited the stores. Some respondents (customers and employees) refused to answer the survey.

The seven supermarket stores of this research are located in the region of Maringá: Sarandi, Mandaguari, Mandaguaçu, Maringá, Paiçandu, Iguatemi and Nova Esperança. Some of the stores had restaurants open to the community so some people were at the supermarket only to have a meal, but were called to answer the survey only if they bought anything from the supermarket. A total of 279 customers answered the research and 75 employees of a total of 464. Researchers were instructed to check if all questions of all surveys were answered before leaving the stores to avoid much information missing and returning the need to return to collect more data.

4.3. POPULATION AND SAMPLE

To Malhotra (2019), the target population is a “collection of elements or objects that have the information that is being searched by the researcher and about which inferences must be made”. Therefore, the population restricts the research area by pointing where the information has more chances to be found.

According to Cooper and Schindler (2016), the objective of the sample is to select elements from the population so it becomes possible to find conclusions about the whole population but to be representative it must be correctly extracted, to have

accuracy and be precise to properly represent the population. Samples also have their own reasons to be in the researches, like lowering its costs, improving the results' accuracy, speeding the data collection, and solving issues of elements availability of the population.

The population selected for this study considered customers from the local supermarket chain chosen to participate in this study. People of all ages, genders, and economic situations were allowed to answer the survey, as long as they bought something from the supermarket. Participants were randomly chosen while they were leaving the supermarket with their shopping bags. The minimum target of respondents for each store was 40 customers and 10 employees. At the end of the research, 279 customers and 75 employees had their answers collected by the researchers.

Regarding the territory, the research considers only customers of this specific chain of supermarkets who were at the stores at the time of the data collection. The stores are located in Maringa, Sarandi, Paiçandu, Mandaguari, Mandaguaçu, Iguatemi and Nova Esperança.

This specific supermarket chain was chosen because it is already established in the region, due to its stores' proximity to the city of Maringa, where the University is located and the owners were open and cooperative with this research. The sample contains people from both genders, with ages from thirteen to eighty-four, with no restrictions about where they live, what and how much they bought.

4.4. CONCEPTUAL DEFINITIONS

In this study, the CBI construct is defined by Wolter et al. (2016, p.02) as “a cognitive state of self-categorization wherein a consumer consciously views a brand as representing his or her self-concept”. The EBI construct was adapted from CBI, considering the relationship between the employee and the brand.

The construct of CCI in this study is defined by Bhattacharya and Sen (2003, p.76) as “the primary psychological substrate for the kind of deep, committed and meaningful relationships that marketers are increasingly seeking to build with their customers”.

In this study attitudinal loyalty construct is defined by Wolter et al (2017, p.2) as “a construct held with different levels of conviction” and “acts as a form of true and

latent loyalty". True loyalty (or at convict loyalty) construct in this study is defined by Dick & Basu (1994, p.102) as "a favorable correspondence between relative attitude and repeat patronage". Dick and Basu (1994, p.102) also define the latent loyalty construct as "high relative attitude, with low repeat patronage".

Fit construct in this study is defined by Deng and Xu (Deng & Xu, 2017, p. 517) as "the perceived link between a cause and the firm's product line, brand image, position, and/or target market".

Identity attractiveness construct in this study is defined by Ahearne, Bhattacharya, and Gruen (2005, p. 577) as "when a customer sees the construed external image of a company as attractive (i.e., customers believe that the attributes that distinguish the company are positive and socially valued by relevant others)".

4.5. OPERATIONAL DEFINITIONS AND MEASUREMENT

All measures for the constructs used in this study were adapted from previous studies (see appendixes 1 and 2). As an operational definition, in this study the constructs CBI and EBI are measured with an index of four questions, on a 7-point scale from "strongly agree" to "strongly disagree", and two dimensions (cognitive and affective), proposed by Wolter et al. (2016).

Regarding CCI, its operational definition in this study is proposed by Bhattacharya and Sen (2003) and measured by an index of three questions, on a 7-point scale from "strongly agree" to "strongly disagree", and two dimensions (cognitive and affective).

Attitudinal loyalty (at convict and at uncertain) is used to measure brand loyalty as a mixed judgment reflection of general attitude and future consumption intentions. Cognitive loyalty was measured by an index of three questions, on a 7-point scale from "strongly agree" to "strongly disagree" plus five dichotomous questions. Conative loyalty was measured by an index of three questions, on a 7-point scale from "strongly agree" to "strongly disagree". And attitudinal loyalty was measured by an index of four questions, on a 7-point scale from "strongly agree" to "strongly disagree".

Consumer-company relationship length was included because previous studies suggested that consumer evaluations tend to become more stable over time (Bolton, 1998; Homburg, Wieseke, & Hoyer, 2009) and measured in an open question that

accepted only numeric responses. The frequency of interaction was also measured in an open question, but it only accepted numbers from 1 to 10 as responses.

Identity attractiveness was measured by an index of three questions, on a 7-point scale from “strongly agree” to “strongly disagree”.

Positive word-of-mouth intentions and willingness to pay a premium price were measured in a single question, on a 7-point scale from “strongly agree” to “strongly disagree”.

5. RESULTS

This chapter contains the results found in research and it is divided between descriptive analysis and hypotheses testing.

5.1. DESCRIPTIVE ANALYSIS

After collecting data, a pre-analysis and purification of data was made. Researchers were instructed to check if all answers were collected in the forms, so there were few missing values, which were substituted by means. All missing values were on employees' data because they were allowed to fill the answers by themselves to keep their privacy and get honest answers. To get employees' trust that it was confidential, researchers probably did not check in front of them if all the answers were filled and information could not be filled after because it was anonymous. However, less than 1% of all information from employees was missing and substituted. Outliers were analyzed one by one and none was excluded from the sample. The final sample has 75 employees and 279 customers.

Then a descriptive analysis was made, considering the variables of the research. Table 1 shows information about employee and customer covariate characteristics and also firm variables. Regarding the gender of respondents, the majority are women in both levels: from a total of 75 employees, 60% are women and 40% are men and from a total of 279 customers, 55% are women and 45% are men. The mean age of respondents is higher for customers than employees and the amplitude of customers age is wider than employees: the mean age of employee respondents is 30,62 years, with a minimum of 17 and a maximum of 56, while the mean age of customers is 43,53 years, with a minimum of 13 and a maximum of 84. When we talk about relationship length (tenure for employees), we observe that most of the employee respondents were relatively new in their positions, while most of the customer respondents had a long relationship with the supermarket: the mean tenure of employees is 2,71 years, with a minimum of 0,1 and a maximum of 14, while RL mean of customers is 8,09, with a minimum of 0,1 and a maximum of 40.

The research also collected data about how much money customers spent at the supermarket that day in Brazilian real: the ticket mean was 183.59, with a minimum of 2 and a maximum of 3000, a wide range, especially because some of the stores are in

the wholesale model, so people and companies were buying in the same place. The research did not distinguish one buyer from another so both participated and it is not possible to differentiate the data. It was also possible to notice that, although the relationship length between customers and the supermarket chain is high, the supermarket's credit card is not very popular among customers: more than 90% of the customers do not own it and use other methods of payment like cash and other credit cards, for example.

Regarding the firm, all seven stores of the supermarket chain participated in the research totalizing 464 employees. The employee quantity mean per store is 66,28 with a minimum of 42 employees in one store (Iguatemi) and a maximum of 93 employees (Nova Esperança). There is a total of 78 checkouts, considering all the stores, but the mean of checkouts quantity is 11,14 with a minimum of 7 (Iguatemi and Maringa) and a maximum of 16 checkouts (Paiçandu). Based on the quantity of checkout it is possible to note that the size of stores of the researched supermarket chain is heterogeneous with big and small ones. The researchers also observed if there was a special offer day when the data was being collected and in two of the seven stores (28,6%) there were special offers with massive propaganda with printed posters, leaflets, and even different uniforms for employees.

Table 1- Descriptive table of employees, customers, and firm

Employee characteristics			
	n=75		
<u>Gender</u>			
Female	45	60%	
Male	30	40%	
	<u>Mean</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Age</u>	30,62	17	56
<u>Relationship length (years)</u>	2,71	0,1	14
Customer characteristics			
	n=279		
<u>Gender</u>			
Female	154	55%	
Male	125	45%	
<u>Supermarket's card</u>			
Yes	26	9,3%	
No	253	90,7%	
	<u>Mean</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Age</u>	43,53	13	84
<u>Relationship length (years)</u>	8,09	0,1	40
<u>Ticket (BRL)</u>	183,59	2,00	3000,00
Firm characteristics			
	n=7		
Total employees	464		
Total checkouts	78		
	<u>Mean</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Checkouts qty</u>	11,14	7	16
<u>Employees qty</u>	66,28	42	93
<u>Special offer day</u>			
Yes	2	28,6%	
No	5	71,4%	

Source: Field research

To continue the analysis of results, to test multicollinearity of constructs, this research submitted variables to bivariate Pearson's correlation test, to check the strength and direction of their relationships (Tables 2 and 3) on levels 1 and 3 of the model. The reliability of constructs was tested using Cronbach's alpha and all reliabilities are above .7, therefore all are validated as the coefficient is shown on correlation (Tables 2 and 3).

Regarding, employee correlation results, which are in the second level of the model, it is possible to note that all variables are positively related and significant at 0,01 level, however, covariates as tenure, gender, and age of employees do not have significant relationships with any of the other variables. Table 2 results show that the model makes sense for level 2 but it does not confirm or reject any of the hypotheses formulated yet.

Saying that variables are positively related means that, for example, results in table 2 show that when CE increases 1 point, employees' CSR perception also increases ($r=.63$). It is important to highlight the correlation found between CCI cognitive and CBI ($r=.94$) as it is too close to 1 it would usually be a reason to exclude the variable because it could mean both are the same variable. However, this case may have an explanation. It probably happened because as the supermarket brand has the same name as the company, maybe employees did not see a separation between them as it would happen in other situations with different names for each one or when there is explicit separation between both. Thus, both variables were maintained in this study.

Customer correlation results, presented in table 3 show that CCI affective is only significantly related to CBI ($r=.80$), which is curious because CCI cognitive questions are in a similar tone as CBI ones. Relationship length (RL) results show that it does not relate to any of the other variables, except for a weak relation with the store's card, variable, meaning that customers tend to get the card maybe after some time of relationship. Therefore RL is not much significant for the analysis of this research because it does not interfere with other variables.

Table 2 – Pearson correlation coefficients: employee level

Employee Level	M	SD	α	1	2	3	4	5	6	7	8	9	10	11
1. CE	5.2	1.3	.81	1										
2. CSR	5.4	1.5	.72	.63**	1									
3. Fit	5.1	1.3	.85	.68**	.74**	1								
4. CDB	4.8	1.5	.82	.54**	.64**	.65**	1							
5. CCI aff	5.0	1.6	.94	.65**	.68**	.67**	.78**	1						
6. CCI cog	4.1	1.7	.95	.46**	.56**	.60**	.80**	.81**	1					
7. CBI	4.1	1.8	.93	.43**	.52**	.59**	.77**	.80**	.94**	1				
8. IA	4.7	1.5	.82	.55**	.68**	.62**	.73**	.80**	.75**	.74**	1			
9. RL	2.7	2.6	-	.10	.03	.12	.19	.03	.09	.11	.00	1		
10. Gender	-	-	-	.11	.12	.13	.14	.13	.23	.12	.08	.25	1	
11. Age	30.3	10.9	-	.10	.15	.16	.16	.20	.22	.22	.17	.13	-.18	1

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

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

Source: Field research

Table 3- Pearson correlation coefficients: customer level

Customer Level	M	SD	α	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. CBI	4.5	1.8	.96	1													
2. CBD	4.9	1.7	.87	-.05	1												
3. Conative Loyalty	4.6	2.0	.94	-.02	.87**	1											
4. Cognitive Loyalty	5.2	1.8	.90	-.07	.77**	.80**	1										
5. CCI cog	4.4	2.1	.96	-.03	.87**	.89**	.64**	1									
6. CCI aff	5.0	1.6	.87	.80**	.02	.05	-.01	.03	1								
7. Attitudinal Loyalty	5.4	1.7	.89	-.15	.72**	.72**	.89**	.59**	-.11	1							
8. IA	5.3	1.7	.87	-.04	.82**	.81**	.83**	.72**	.01	.77**	1						
9. PWOM	5.9	1.6	-	-.04	.64**	.64**	.77**	.52**	-.05	.74**	.79**	1					
10. Willingness to pay	3.8	2.3	-	-.05	.67**	.67**	.62**	.63**	-.03	.53**	.62**	.46**	1				
11. RL	8.1	7.4	-	-.05	.07	.01	.04	.02	-.04	.03	.05	.02	.03	1			
12. Interaction Frequency	7.3	2.8	-	-.19	.51**	.50**	.56**	.42**	-.15	.61**	.48**	.43**	.39**	.07	1		
13. Store's Card	-	-	-	-.02	.09	.11	.02	.12*	.10	.02	.05	-.01	.07	.14*	.08	1	
14. Ticket	183.6	283.7	-	-.08	.04	.06	.08	-.01	-.06	.08	.07	.09	.04	-.01	.07	.03	1
15. Gender	-	-	-	.02	.05	.02	.04	.03	.00	.10	.08	.07	-.07	-.01	.06	-.02	-.00
16. Age	43.5	15.3	-	-.03	.17**	.14*	.02	.22**	.08	-.03	.03	-.01	.05	.15*	-.04	.01	-.03

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

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

Source: Field research

5.1. HYPOTHESES TESTING

As presented by the conceptual model, this study considers multilevel analysis, with three different levels: Level 1: customer, Level 2: employee, and Level 3: firm. Therefore, a multilevel model was estimated using STATA. As shown in Tables 4, 5, and 6 hypothesis H1a and H1c were supported in the main effect model, as results show that customer CBI is positively related to attitudinal loyalty ($\beta=.285$, $p<.01$) and willingness to pay ($\beta=.811$, $p<.01$). H1b was not supported because the result was not significant ($\beta=.02$, $p>.82$) in that same model, therefore there is no evidence that CBI is positively related to PWOM. CBI was negatively related to PWOM in the interactive model ($\beta=-2.849$, $p>.00$).

Hypothesis H2a ($\beta=.504$, $p<.00$) and H2c ($\beta=.230$, $p<.05$) were supported in the main effects model but results were not significant in the interactive model. H2b was supported in both models ($\beta=.718$, $p<.00$) and ($\beta=1.531$, $p<.02$). Results are significant and show that IA is positively related to all outcomes suggested in the theoretical model proposed by this study. Therefore, customer IA is positively related to attitudinal loyalty ($\beta=.504$, $p<.00$), supporting H2a; to PWOM ($\beta=.718$, $p<.00$), supporting H2b; and willingness to pay ($\beta=.230$, $p<.05$), supporting H2c.

Hypotheses H3 to H8 consider moderating effects. According to Faia and Vieira (2019, p.3), a moderator affects the “direction or strength of the relationship between a dependent variable and an independent variable”. By adding variables to the relationship of the other two it is possible to observe the interactive effects that are possible to happen due to a combination of multiple results.

Regarding H3, employee EBI had a positive moderation effect only in the relationship between customer CBI with PWOM ($\beta=.750$, $p<.01$), therefore H3a was confirmed. However, there was also a significant effect in moderating the relationship between customer CCI cognitive and PWOM (H3b), but with a negative effect, in other words, opposite than expected ($\beta=-.763$, $p<.01$). Thus, results show that hypotheses H3b, H3c ($\beta=.156$, $p>.46$), H3d ($\beta=-.083$, $p>.70$), are not confirmed. Results also show that H4 (a, b, c, d) and H5 (a, b, c, d) were completely rejected as employee EBI did not have a significant effect on relationships between all customer variables with the willingness to pay and attitudinal loyalty.

Hypothesis H6a was confirmed ($\beta = -.536$, $p < .01$) indicating that employee fit positively moderates the relationship between customer CBI and PWOM. However, there was also a significant effect in moderating the relationship between customer CCI cognitive and PWOM (H6b), but with a negative effect, in other words, opposite than expected ($\beta = -.441$, $p < .01$), so H6b was rejected. Hypotheses H6c, H6d, H7 (a, b, c, d), and H8 (a, b, c, d) did not have significant results, therefore were rejected.

There were no hypotheses formulated for this, but a triple moderation was also tested as employee fit and employee EBI could both moderate customer variables with expected outcomes of the model, and as fit is already studied as a positive moderator of the relationship between CSR and CCI. This triple moderation was tested to check if it could improve results of the moderation of employee EBI on the relationship between customer variables on level one but triple moderations results did not bring improvements to results.

No hypotheses were formulated to the firm level, however, variables from level 3 were tested in regression. None of the firm variables showed significant contributions to the model when relating to PWOM, attitudinal loyalty, and willingness to pay.

Analyzing the results of multivariate regression, we can see that it supports the model on level one (customer level), but when we see the interaction between levels one and two, it is possible to see that the addition of employee EBI and employee fit in interactive model improve some results and make others worse in this study. In the case of level three, variables did not correlate. Therefore, employees and firm characteristics had little or no significant interference on customer outcomes, regarding variables considered in this study.

Table 4- Model results for PWOM

Dep. Variable PWOM	Interactive model				Main effect model			
	Coef	Std error	z-value	p-value	Coef	Std error	z-value	p-value
Level 1 - Customer								
H1b: Customer CBI	-2.849**	.803	-3.55	.000	.020	.088	.22	.824
Customer CCI cognitive	2.262**	.782	2.89	.004	-.166	.087	-1.90	.057
Customer CCI affective	-.115	.602	-.19	.849	.211**	.075	2.82	.005
H2b: Customer IA	1.531*	.620	2.47	.013	.718**	.070	10.23	.000
Customer Age	-.007	.004	-1.62	.106	-.005	.004	-1.06	.288
Customer RL	.010	.009	1.19	.234	.009	.009	1.02	.306
Customer has Supermarket's credit card (yes=1/no=0)	-.039	.205	-.19	.849	-.195	.207	-.94	.346
Customer Gender (male=1/female=0)	.053	.123	.43	.665	.060	.120	.50	.619
Level 2 - Employee								
Employee Fit	.029	.311	.09	.926				
Employee EBI	-.654	.527	-1.24	.215				
Employee Fit x Employee EBI	.104	.099	1.05	.295				
H3a: Employee EBI x Customer CBI	.750**	.256	2.93	.003				
H3b: Employee EBI x Customer CCI cognitive	-.763**	.233	-3.28	.001				
H3c: Employee EBI x Customer CCI affective	.156	.214	.73	.467				
H3d: Employee EBI x Customer IA	-.083	.222	-.37	.708				
H6a: Employee Fit x Customer CBI	.536**	.163	3.28	.001				
H6b: Employee Fit x Customer CCI cognitive	-.441**	.161	-2.74	.006				
H6c: Employee Fit x Customer CCI affective	-.038	.129	-.29	.770				
H6d: Employee Fit x Customer IA	-.089	.128	-.69	.488				
Employee Fit x Employee EBI x Customer CBI	-.134**	.047	-2.88	.004				
Employee Fit x Employee EBI x Customer CCI cognitive	.134**	.043	3.10	.002				
Employee Fit x Employee EBI x Customer CCI affective	-.007	.039	-.18	.855				
Employee Fit x Employee EBI x Customer IA	.001	.040	.03	.978				
Level 3 - Firm								
Special Offer in store (yes=1/no=0)	-.199	.281	-.71	.478	-.172	.295	-.58	.561
Supermarket number of checkouts #	.090	.127	.71	.476	.080	.135	.60	.551
Supermarket number of employees #	-.013	.025	-.51	.608	-.011	.027	-.42	.676
Constant	1.988	1.477	1.35	.178	1.668	.588	2.84	.005

Notes: **p<.01, *p<.05, +p<.1.

Source: Field research

Table 5 - Model results for attitudinal loyalty

Dep. Variable Attitudinal Loyalty	Interactive model				Main effect model			
	Coef	Std error	z-value	p-value	Coef	Std error	z-value	p-value
Level 1 - Customer								
H1a: Customer CBI	-.179	.846	-.21	.833	.285**	.092	3.10	.002
Customer CCI cognitive	.605	.823	.74	-1.01	-.213*	.092	-2.31	.021
Customer CCI affective	-.344	.637	-.54	.589	.199*	.079	2.51	.012
H2a: Customer IA	1.040	.654	1.59	.112	.504**	.074	6.77	.000
Customer Age	-.009*	.004	-2.01	.044	-.009	.004	-1.95	.051
Customer RL	.007	.009	.78	.438	.008	.009	.86	.392
Customer has Supermarket's credit card (yes=1/no=0)	-.141	.216	-.65	.514	-.187	.218	-.86	.392
Customer Gender (male=1/female=0)	.171	.128	1.33	.182	.187	.126	1.49	.137
Level 2 - Employee								
Employee Fit	.736	.328	2.24	.025				
Employee EBI	.059	.556	.11	.915				
Employee Fit x Employee EBI	-.105	.104	-1.00	.315				
H4a: Employee EBI x Customer CBI	-.108	.269	-.40	.689				
H4b: Employee EBI x Customer CCI cognitive	-.300	.245	-1.22	.222				
H4c: Employee EBI x Customer CCI affective	.316	.226	1.40	.161				
H4d: Employee EBI x Customer IA	.056	.234	.24	.811				
H7a: Employee Fit x Customer CBI	.105	.172	.61	.543				
H7b: Employee Fit x Customer CCI cognitive	-.166	.169	-.98	.327				
H7c: Employee Fit x Customer CCI affective	.139	.137	1.02	.309				
H7d: Employee Fit x Customer IA	-.222	.135	-1.64	.101				
Employee Fit x Employee EBI x Customer CBI	.012	.049	.25	.800				
Employee Fit x Employee EBI x Customer CCI cognitive	.057	.045	1.26	.208				
Employee Fit x Employee EBI x Customer CCI affective	-.065	.042	-1.56	.119				
Employee Fit x Employee EBI x Customer IA	.019	.042	.46	.648				
Level 3 - Firm								
Special Offer in store (yes=1/no=0)	.194	.198	.98	.327	.152	.181	.84	.400
Supermarket number of checkouts #	.117	.087	1.34	.180	.117	.081	1.45	.147
Supermarket number of employees #	-.011	.017	-.61	.541	-.011	.016	-.66	.506
Constant	-.686	1.504	-.46	.648	.985*	.405	2.43	.015

Notes: **p<.01, *p<.05, +p<.1.

Source: Field research

Table 6 - Model results for willingness to pay

Dep. Variable Willingness to pay	Interactive model				Main effect model			
	Coef	Std error	z-value	p-value	Coef	Std error	z-value	p-value
Level 1 - Customer								
H1c: Customer CBI	-1.174	1.334	-.88	.379	.811**	.141	5.73	.000
Customer CCI cognitive	.997	1.298	.77	.442	-.226	.141	-1.61	.108
Customer CCI affective	.404	1.000	.40	.686	.014	.121	.11	.909
H2c: Customer IA	.791	1.029	.77	.442	.230*	.113	2.03	.042
Customer Age	-.005	.007	-.72	.474	-.002	.007	-.33	.740
Customer RL	.005	.014	.33	.743	.002	.014	.16	.874
Customer has Supermarket's credit card (yes=1/no=0)	.106	.341	.31	.756	.025	.333	.07	.941
Customer Gender (male=1/female=0)	-.434*	.204	-2.13	.033	-.403	.194	-2.08	.038
Level 2 - Employee								
Employee Fit	.467	.516	.91	.365				
Employee EBI	-.617	.875	-.71	.481				
Employee Fit x Employee EBI	.039	.164	.24	.814				
H5a: Employee EBI x Customer CBI	.768	.425	1.81	.069				
H5b: Employee EBI x Customer CCI cognitive	-.742	.386	-1.92	.055				
H5c: Employee EBI x Customer CCI affective	.064	.356	.18	.857				
H5d: Employee EBI x Customer IA	-.012	.369	-.03	.974				
H8a: Employee Fit x Customer CBI	.379	.271	1.40	.162				
H8b: Employee Fit x Customer CCI cognitive	-.192	.267	-.72	.472				
H8c: Employee Fit x Customer CCI affective	-.088	.214	-.41	.680				
H8d: Employee Fit x Customer IA	-.184	.213	-.87	.387				
Employee Fit x Employee EBI x Customer CBI	-.141	.078	-1.82	.069				
Employee Fit x Employee EBI x Customer CCI cognitive	.127	.072	1.77	.077				
Employee Fit x Employee EBI x Customer CCI affective	-.010	.066	-.15	.878				
Employee Fit x Employee EBI x Customer IA	.021	.067	.32	.751				
Level 3 - Firm								
Special Offer in store (yes=1/no=0)	.151	.480	.31	.754	.210	.477	.44	.659
Supermarket number of checkouts #	.133	.217	.61	.541	.146	.218	.67	.503
Supermarket number of employees #	-.027	.043	-.62	.535	-.031	.043	-.71	.480
Constant	-.196	2.462	-.08	.937	.509	.950	.54	.592

Notes: **p<.01, *p<.05, +p<.1.

Source: Field research

6. DISCUSSIONS AND IMPLICATIONS

Chapter six contains discussions about results found in this research and also managerial implications and limitations of the research.

6.1. THEORETICAL DISCUSSIONS

This research aims to fill some gaps that existed in marketing literature by analyzing in a more complex way some constructs as CCI and loyalty and their relations with already known and explored outcomes by other studies as the willingness to pay and positive word-of-mouth. The importance of this research also lays in the reason that supermarkets, although are always present in peoples' lives, do not always represent a simple buying process because there are many variables in it and, sometimes, contra intuitive ones.

Findings of this research, which studied employees and customers from a Brazilian local chain of supermarkets, show that employee EBI did not improve results of the relationship between customer's CBI, CCI cognitive, CCI affective, and IA with the willingness to pay, PWOM, and attitudinal loyalty. On other hand, employee fit improves the results of the relationship between customer's CBI and PWOM. Research showed that employee fit changes interactions when considered as a moderator in the model, indicating that employees are an important factor of the supermarket buying process and also that this adds to the model.

Another important finding is the difference between CCI cognitive and CCI affective results, which had opposite effects toward expected outcomes. CCI cognitive was negatively related to them, showing that when supermarket customers use cognition to analyze their relationship with the supermarket, they may make results worse. This situation reinforces the argument of Wolter and Cronin (2016) that CCI should be analyzed in two different dimensions because they may cause different effects.

This research also puts IA in an important spot, highlighting the fact that the attractiveness of identity is something that should be given attention, due to the positive and significant influence in positive outcomes which improve companies and brands performance, even though this construct was little researched. Firm variables did not have an impact in this model and neither covariates as gender, age, and relationship

length, showing that at least in this research human feelings and interactions were more valuable to a brand's performance.

6.2. MANAGERIAL IMPLICATIONS

Analyzing results of CCI cognitive, which were all negative in this study and, in other words, not only did not improve PWOM, attitudinal loyalty, and willingness to pay results but made them worse, a question about supermarket consumer behavior is lightened up. There is still a need to research deeper, to confirm this logic, but supermarket consumers, at least consumers of this supermarket chain, seem to not rationally want their image to be associated with the supermarket, even though they feel good about shopping and having good feelings associated with the company. Some factors may have led customers to make those cognitive connections that way, which will be discussed in the next paragraphs.

This supermarket chain is composed of four retail stores (Iguatemi, Mandaguari, Mandaguaçu, and Nova Esperança) and other three wholesale stores. Especially, but not exclusively, individuals who were buying goods for themselves in those wholesale stores (and not on behalf of businesses), which usually have lower prices than retail ones, could not be feeling comfortable on having their images associated with a wholesale store because it would lead people to think that they were with financial problems. In this situation, it would be interesting for the company to communicate differently with people who go to wholesales stores but buy retail quantities, also, to change the layout a little more so stores look more like retail stores regarding the organization, lights, aisles, for example. So the environment could help these customers to feel less like if they were with financial problems when they go to the supermarket and less judged by other people when they are associated with it.

Another explanation could be that when we use the word "identity", people tend not to relate it with a relationship with something like a supermarket. Some of the respondents made confused and surprised faces when the question had the word "identity". It seems that for some people the act of buying goods could be more like a practical, automatic and necessary routine than a connection between company and customer. Maybe this association is more difficult because the supermarket, even though is so present in people's lives, is still a little bit far from their daily lives as they

do not notice the supermarket role in their lives, except when they need to buy goods. To try being more present in people's lives, supermarket managers could invest in actions to engage customers in causes that bring customers and supermarket employees together, or just to attract them to visit more the place where the supermarket is located, so people feel more connected. Investing in product identity would be a path too, as products are closer to consumers and visually more accessed by them. This way they could feel the presence of the company more in their lives. Of course, as identity has also a bit complex concept, people could have not understood what it represents too, so there is the possibility some people could have chosen to be more conservative about questions related to the word too.

Regarding supermarket's card, research data shows that less than ten percent of respondents had the card. Even really older customers did not have the card. Offering a credit card can be an advantage for the supermarket because it may avoid the payment of some taxes to credit card companies and to gather shopping information about customers as they are not obligated to inform CPF at the checkout. Therefore, it could be interesting for supermarket managers to promote the supermarket's card more and offer some relevant advantages to customers, so they could see more advantages on acquiring the product.

As CBI had significant and positive results regarding two of the three expected outcomes, and especially with willingness to pay, seems important to give special attention to strategies to strengthen the brand's image to maintain results or even to improve them, to reach better performance in retail stores mainly because retail customers usually are not so worried about prices as wholesale stores customers.

In a general managerial context, this research contributes by giving supermarket managers a wider acknowledgment about their customers and information about their customer complexity. It is possible to note that these supermarket customers are not easily led to pay more for their goods and also their attitude towards loyalty is not easily gained. Therefore it is necessary to search more what could improve these results, so managers could reach customers with strategic actions.

6.3. LIMITATIONS AND SUGGESTIONS TO FUTURE RESEARCHES

This research had some limitations that could be better explored by future researches. The first of them is that this study did not separate retail from wholesale

store results, therefore it was not possible to identify if customers from each of the selling models feel different about variables of the model from the other. Future researches may differentiate them to check if they would feel different or if firms and employees would influence more with differentiation. The second limitation is that pandemic of COVID-19 may have influenced the willingness to pay variable, for example, as the economy has suffered due to changes in people's routines and unemployment issues. Pandemic was not taken into account in this research and results could be a little different if there was no pandemic at the moment of data collecting.

There is a third limitation regarding special offers day. This research did not separate data from stores with special offers day (two stores had it – Iguatemi and Mandaguaçu) from stores that were not having special offers. Thus, it could be checked by future researches if special offers day influence differently when data from is compared with days with no special offers. Maybe, when there are special offers, employees interact more with customers too. So this could make customers more connected, as the attachment between customers and employees is weaker in supermarkets than in other kinds of business. This could be listed as a limitation too, as business models with more contact and attachment between customers and employees results could be different. More general limitations would include the fact that this research focused on only one supermarket chain, which is located in one specific region of the south of Brazil, so results could be different for other regions, supermarket chain sizes, or sectors as well. Also, as sampling was defined by convenience in size and place, results could be different using a different sampling method.

Future researches could add CSR perception variable to the equation on the customer level and also study how the company's communications and propaganda affect identification among customers. Variables like visual appearance, the layout of the stores, and market positioning could be studied too to analyze if and how they affect customer identification. Also, frequency of interaction was not considered in the conceptual model, therefore it did not participate in regression analysis. Maybe it could be a good variable to test in regression to check if the effect of interaction complements the model and brings significant results, as this variable was correlated with many others present in this study.

This study also did not evaluate data and results considering the different cities of the stores and their contexts regarding competition and localization inside the city

(neighborhood, access). These elements could explain better some of the found results and also show different results if examined separately.

Regarding attitudinal loyalty, this study did not calculate its magnitude and conviction and, therefore, could not consider the four dimensions of attitudinal loyalty, so it could be considered as a limitation because this study could not define what kind of loyalty the customers had with the supermarket chain, therefore limited the analysis and there is a significant risk that loyalty found here is not strong enough to be turned into actions or to resist competition, what maybe would be not so good for the supermarket. Considering that competition among supermarkets may be hard, because they offer most of the times the same categories and brands and compete with each other for price, if the loyalty is not deep or convicted enough, customers will probably choose the most convenient or the lowest price.

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APPENDIX 1. MULTIPLE-ITEM SCALES: CONSUMER LEVEL

Consumer-brand identification (CBI) - Wolter et al. (2016) - 7-point scale, anchored by “Strongly disagree / Strongly agree”.

1. _____ represents who I am.
2. _____ is part of my sense of who I am.
3. _____ helps me express my identity.
4. I feel personally connected to _____.

Customer-company identification (CCI) cognitive - Adapted from Johnson et al. (2012) - 7-point scale, anchored by “Strongly disagree / Strongly agree”.

1. My identity includes my relationship with _____.
2. _____ is part of my sense of who I am.
3. Being associated with _____ helps me express my identity.

Customer-company identification (CCI) affective - Adapted from Johnson et al. (2012) - 7-point scale, anchored by “Strongly disagree / Strongly agree”.

1. Generally, being associated with _____ gives me a sense of pride.
2. Overall, I feel happy when I think about myself as a customer of _____.
3. The things that _____ stands for makes me feel good to be connected with it.

Attitudinal loyalty - Adapted from Han, Kwortnik Jr. and Wang (2008) - 7-point scale, anchored by “Strongly disagree / Strongly agree”.

1. I consider _____ the best choice as compared to its competitors.
2. Please indicate how likely you would be to engage in the following behaviors.
 - a) When I need to buy from a supermarket, I buy from this supermarket.
 - b) Compared with other supermarkets, I spend more money on this one.
 - c) Compared with other supermarkets, I have bought from this supermarket more.
 - d) Compared with other supermarkets, I consider this supermarket as the best choice.

Positive word-of-mouth intentions - Adapted from Alexandrov, Lilly, and Babakus (2013) - 7-point scale, anchored by “Strongly disagree / Strongly agree”.

1. Recommend _____ to someone.

Willingness to pay a premium price - Adapted from Hightower, Brady and Baker (2002) - 7-point scale, anchored by “Strongly disagree / Strongly agree”.

1. Pay more for _____ than what its competitors charge.

Relationship length - Adapted from Wolter et al. (2017).

1. Please estimate how long you have shopped at _____.

Identity attractiveness – Adapted from Marin, Ruiz, and Rubio (2009).

1. _____ is an organization very attractive.
2. I like _____ because it is different from the rest of the supermarkets.
3. When I deal with _____ I feel good because I see they understand me.

Frequency of interaction – Adapted from Ahearne, Bhattacharya, and Gruen (2005).

1. Please indicate approximately how many times you have chosen to buy from _____ in the last 10 times you went to the supermarket.

APPENDIX 2. MULTIPLE-ITEM SCALES: EMPLOYEE LEVEL

Fit – Adapted from Deng and Xu (2017) - 7-point scale, anchored by “Strongly disagree / Strongly agree”.

1. The CSR behavior of _____ is fit with its business.
2. The CSR behavior of _____ is relevant to its business.
3. The CSR behavior of _____ is appropriate for its brand image.

Customer-company identification (CCI) cognitive - Adapted from Johnson et al. (2012) - 7-point scale, anchored by “Strongly disagree / Strongly agree”.

1. My identity includes my relationship with _____.
2. _____ is part of my sense of who I am.
3. Being associated with _____ helps me express my identity.

Customer-company identification (CCI) affective - Adapted from Johnson et al. (2012) - 7-point scale, anchored by “Strongly disagree / Strongly agree”.

1. Generally, being associated with _____ gives me a sense of pride.
2. Overall, I feel happy when I think about myself as a customer of _____.
3. The things that _____ stands for makes me feel good to be connected with it.

Employee-brand identification (EBI) – Adapted from CBI from Wolter et al. (2016) - 7-point scale, anchored by “Strongly disagree / Strongly agree”.

1. _____ represents who I am.
2. _____ is part of my sense of who I am.
3. _____ helps me express my identity.
4. I feel personally connected to _____.

Identity attractiveness – Adapted from Marin, Ruiz, and Rubio (2009).

1. _____ is an organization very attractive.
2. I like _____ because it is different from the rest of the supermarkets.
3. When I deal with _____ I feel good because I see they understand me.

APPENDIX 3. CONSUMERS QUESTIONNAIRE

 <p>Olá! Esta é uma pesquisa conduzida por alunos e professores da Universidade Estadual de Maringá (UEM). Sua participação é muito importante. As respostas são confidenciais e anônimas. Desde já, agradeço sua colaboração.</p>							
<p>INSTRUÇÕES: Este questionário contém afirmações baseadas em uma escala que vai de (1) discordo totalmente até (7) concordo totalmente. Como cliente, você deve avaliar as afirmações abaixo e depois marcar um "X" no grau de sua concordância ou discordância. Não há resposta certa ou errada, o importante é a sua opinião.</p>							
<p>Avalie as afirmações abaixo sobre seu relacionamento com o Camilo Supermercados...</p>	Discordo Totalmente			Concordo Totalmente			
	1	2	3	4	5	6	7
Minha identidade é baseada em comprar no Camilo Supermercados.	1	2	3	4	5	6	7
Comprar no Camilo Supermercados significa mostrar quem eu sou.	1	2	3	4	5	6	7
As coisas que o Camilo Supermercados defende fazem com que eu me sinta bem em estar conectado com ele.	1	2	3	4	5	6	7
Geralmente, ser associado(a) ao Camilo Supermercados me dá orgulho.	1	2	3	4	5	6	7
No geral, eu me sinto bem quando as pessoas me associam com o Camilo Supermercados.	1	2	3	4	5	6	7
Minha identidade, em parte, é baseada no meu relacionamento com o Camilo Supermercados.	1	2	3	4	5	6	7
Estar associado(a) ao Camilo Supermercados me ajuda a expressar minha identidade.	1	2	3	4	5	6	7
A minha concepção de quem sou coincide com a identidade do Camilo Supermercados.	1	2	3	4	5	6	7
Quando eu preciso fazer compras no supermercado, eu compro desta marca de supermercado.	1	2	3	4	5	6	7
Comparado com outros supermercados, eu gasto mais dinheiro com este.	1	2	3	4	5	6	7
Quando me relaciono com o Camilo Supermercados me sinto bem, pois vejo que ele me entende.	1	2	3	4	5	6	7
Comparado com outros supermercados, eu tenho comprado deste com mais frequência.	1	2	3	4	5	6	7
O Camilo Supermercados...							
É a melhor escolha.	1	2	3	4	5	6	7
Representa quem eu sou.	1	2	3	4	5	6	7
É parte de quem eu sou.	1	2	3	4	5	6	7
Me ajuda a expressar minha identidade.	1	2	3	4	5	6	7
Faz parte da minha visão de quem eu sou.	1	2	3	4	5	6	7
É uma empresa muito atrativa.	1	2	3	4	5	6	7
Eu...							
sou muito comprometido(a) com minha relação com o Camilo Supermercados.	1	2	3	4	5	6	7
me importo muito com a minha relação com o Camilo Supermercados.	1	2	3	4	5	6	7
me considero fiel ao Camilo Supermercados.	1	2	3	4	5	6	7
prefiro o Camilo Supermercados aos outros supermercados.	1	2	3	4	5	6	7
gosto de ser um cliente do Camilo Supermercados, pois isso faz parte de quem eu sou.	1	2	3	4	5	6	7
gostaria de ser reconhecido(a) como um cliente do Camilo Supermercados.	1	2	3	4	5	6	7
me sinto conectado(a) ao Camilo Supermercados.	1	2	3	4	5	6	7
me sinto feliz em ser um cliente do Camilo Supermercados.	1	2	3	4	5	6	7
considero o Camilo Supermercados a melhor escolha entre seus concorrentes.	1	2	3	4	5	6	7
recomendaria o Camilo Supermercados a outras pessoas.	1	2	3	4	5	6	7
acredito que minha relação com o Camilo Supermercados é algo que vale à pena.	1	2	3	4	5	6	7
pagaria mais pelos produtos do Camilo Supermercados do que pelos de seus concorrentes.	1	2	3	4	5	6	7
gosto do Camilo Supermercados, porque ele é diferente dos outros supermercados.	1	2	3	4	5	6	7
INSTRUÇÕES: Em cada uma das duplas de adjetivos, escolha UM adjetivo que melhor descreve o Camilo Supermercados.							
1) () Preço baixo () Preço alto							
2) () Atendimento ruim () Atendimento excelente							
3) () Ambiente inferior () Ambiente superior							
4) () Qualidade baixa () Qualidade alta							
5) () Produtos Não Frescos () Produtos Frescos							
INSTRUÇÕES: As perguntas agora estão relacionadas às suas características e podem ser respondidas na frente da pergunta.							
Aproximadamente, há quantos anos você faz compras no Camilo Supermercados?							
Aproximadamente, quantas vezes você comprou no Camilo Supermercados nas últimas 10 idas ao mercado?							
Você possui cartão Fidelidade do Camilo? () Sim () Não data ____/____/2020							
Aproximadamente, quanto você gastou nessa compra? R\$							
Sexo: () Masculino () Feminino							
Idade:							

APPENDIX 4. EMPLOYEES QUESTIONNAIRE

	<p>Olá! Esta é uma pesquisa conduzida pela Universidade Estadual de Maringá (UEM). Sua participação é muito importante e opcional. As respostas são confidenciais e para uso acadêmico. Obrigada.</p>																								
<p>INSTRUÇÕES: Este questionário contém afirmações baseadas em uma escala que vai de (1) discordo totalmente até (7) concordo totalmente. Como cliente/consumidor, você deve avaliar as afirmações abaixo e depois Camilo Supermercados um "X" no grau de sua concordância ou discordância. Não há resposta certa ou errada, o importante é a sua opinião.</p>																									
<p>Avalie as afirmações abaixo sobre seu trabalho no Camilo Supermercados.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"></td> <td style="width: 10%; text-align: center;">Discordo</td> <td style="width: 10%;"></td> <td style="width: 10%; text-align: center;">Concordo</td> </tr> <tr> <td></td> <td style="text-align: center;">Totalmente</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">Totalmente</td> </tr> <tr> <td></td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> </tr> </table>		Discordo						Concordo		Totalmente						Totalmente		1	2	3	4	5	6	7
	Discordo						Concordo																		
	Totalmente						Totalmente																		
	1	2	3	4	5	6	7																		
Minha opinião sobre o Camilo Supermercados é...																									
Favorável.	1 2 3 4 5 6 7																								
Boa.	1 2 3 4 5 6 7																								
Benéfica.	1 2 3 4 5 6 7																								
O Camilo Supermercados...																									
Trata bem seus funcionários.	1 2 3 4 5 6 7																								
É socialmente responsável.	1 2 3 4 5 6 7																								
Ajuda outras entidades/ONGs que suportam pessoas necessitadas e carentes.	1 2 3 4 5 6 7																								
O comportamento de responsabilidade social do Camilo Supermercados é...																									
Coerente com seu modelo de negócio.	1 2 3 4 5 6 7																								
Relevante para seu modelo de negócio.	1 2 3 4 5 6 7																								
Apropriado para a imagem de sua marca.	1 2 3 4 5 6 7																								
Avalie em termos de sua identificação com o Camilo Supermercados:																									
Minha identidade pessoal é baseada em trabalhar no Camilo Supermercados.	1 2 3 4 5 6 7																								
Eu me orgulho em trabalhar no Camilo Supermercados, pois isso faz parte de quem eu sou.	1 2 3 4 5 6 7																								
Trabalhar no Camilo Supermercados significa definir quem eu sou.	1 2 3 4 5 6 7																								
Eu me sinto conectado(a) ao Camilo Supermercados.	1 2 3 4 5 6 7																								
As coisas que o Camilo Supermercados defende fazem com que eu me sinta bem em estar conectado com ele.	1 2 3 4 5 6 7																								
Geralmente, ser associado(a) ao Camilo Supermercados me dá orgulho.	1 2 3 4 5 6 7																								
No geral, eu me sinto bem quando as pessoas me associam com o Camilo Supermercados.	1 2 3 4 5 6 7																								
Eu me sinto feliz em ser um colaborador(a) do Camilo Supermercados.	1 2 3 4 5 6 7																								
Minha identidade, em parte, é baseada no meu relacionamento com o Camilo Supermercados.	1 2 3 4 5 6 7																								
Estar associado(a) ao Camilo Supermercados me ajuda a expressar minha identidade.	1 2 3 4 5 6 7																								
A minha concepção de quem sou coincide com a identidade do Camilo Supermercados.	1 2 3 4 5 6 7																								
Eu gosto do Camilo Supermercados porque ele é diferente dos outros supermercados.	1 2 3 4 5 6 7																								
Quando eu me relaciono com o Camilo Supermercados, me sinto bem, pois vejo que ele me entende.	1 2 3 4 5 6 7																								
O Camilo Supermercados...																									
Representa quem eu sou.	1 2 3 4 5 6 7																								
Me ajuda a expressar minha identidade.	1 2 3 4 5 6 7																								
Faz parte da minha visão de quem eu sou.	1 2 3 4 5 6 7																								
E uma empresa muito atrativa.	1 2 3 4 5 6 7																								
<p>Instruções: As perguntas agora estão relacionadas às características suas e podem ser respondidas na frente da pergunta.</p>																									
1) Aproximadamente, há quantos anos você trabalha no Camilo Supermercados?																									
2) Sexo: () Masculino () Feminino																									
3) Idade:																									
4) Loja:																									

APPENDIX 5. RESEARCHER QUESTIONNAIRE

	<p>Olá! Esta é uma pesquisa conduzida por alunos e professores da Universidade Estadual de Maringá (UEM). As respostas são confidenciais e anônimas. Desde já, agradeço sua colaboração.</p>
PESQUISADOR, por favor, responda abaixo...	
Era dia de promoção na loja? () sim () não	
Era dia de pagamento de salário na loja? () sim () não	
Loja tem quantos caixas?	
Loja tem quantos funcionários?	
Data da coleta de dados:	
Havia padaria/bar na loja para tomar um lanche por lá? () sim () não	
Loja:	
Horário da coleta:	
Observações que julgar importante:	