

**EMPLOYEE-BASED BRAND EQUITY AND PERCEIVED  
CORPORATE REPUTATION OF SELECTED  
PRIVATE UNIVERSITIES IN SOUTHERN  
NIGERIA**

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NIGERIA**

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**A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN  
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## ACCEPTANCE

This is to attest that this thesis is accepted in partial fulfilment of the requirements for the award of the degree of Doctor of Philosophy (Ph.D) in Industrial Relations and Human Resource Management in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria.

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## **DECLARATION**

I, **WARA, HELEN UZEZI (17PAC01558)** declare that this research work was carried out by me under the supervision of Prof. Anthonia A. Adeniji and Dr. Ebeguki E. Igbinoba of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria. I attest that this thesis has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this thesis are duly acknowledged.

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## **CERTIFICATION**

We certify that this thesis titled “**Employee-Based Brand Equity and Perceived Corporate Reputation of Selected Private Universities in Southern Nigeria**” is an original research work carried out by **WARA HELEN UZEZI (17PAC01558)** in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria under the supervision of Prof. Anthonia A. Adeniji and Dr. Ebeguki E. Igbinoba. We have examined and found this work acceptable as part of the requirements for the award of Doctor of Philosophy Degree in Industrial Relations and Human Resource Management.

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## **DEDICATION**

This thesis is dedicated to my heavenly father, a merciful, ever faithful, and dependable God.

## TABLE OF CONTENTS

	PAGE
COVER PAGE _____	
TITLE PAGE _____	i
ACCEPTANCE _____	ii
DECLARATION _____	iii
CERTIFICATION _____	iv
DEDICATION _____	v
ACKNOWLEDGEMENTS _____	vi
TABLE OF CONTENTS _____	viii
LIST OF TABLES _____	xii
LIST OF FIGURES _____	xiii
LIST OF ABBREVIATIONS _____	xiv
APPENDICES _____	xvi
ABSTRACT _____	xvii
<b>CHAPTER ONE: INTRODUCTION _____</b>	<b>1</b>
1.1 Background to the Study -----	1
1.2 Statement of the Research Problem -----	3
1.3 Research Questions-----	7
1.4 Objectives of the Study -----	7
1.5 Research Hypotheses-----	7
1.6 Significance of the Study -----	8
1.7 Scope of the Study-----	8
1.8 Operationalisation of Research Variables -----	9
1.9 Operational Definition of terms -----	12
<b>CHAPTER TWO: LITERATURE REVIEW _____</b>	<b>14</b>
2.1 Preamble-----	14
2.2 Conceptual Review-----	14
2.2.1 Brand-----	14



2.2.2	Dimensions of Brand-----	15
2.2.3	Internal Brand-----	16
2.2.4	Employee-Based Brand Equity (EBBE)-----	17
2.2.5	Dimensions of Employee-Based Brand Equity-----	18
2.2.6	Corporate Reputation -----	39
2.2.7	Dimensions of Corporate Reputation -----	43
2.3	Theoretical Review-----	52
2.3.1	Resource Based Theory-----	52
2.3.2	Human Associative Memory Theory -----	53
2.3.3	Social Exchange Theory-----	54
2.4	Review of Empirical Studies-----	54
2.4.1	Corporate Reputation -----	54
2.4.2	Employee Based Brand Equity (EBBE)-----	62
2.5	Gap in Literature-----	67
<b>CHAPTER THREE: METHODOLOGY _____</b>		<b>69</b>
3.1	Preamble-----	69
3.2	Study Area-----	69
3.3	Research Philosophy -----	71
3.4	Research Design -----	72
3.5	Population of the Study -----	73
3.6	Sample Size Determination -----	74
3.7	Sample Frame -----	77
3.8	Sampling Techniques -----	82
3.9	Sources of Data -----	83
3.10	Research Instruments -----	83
3.11	Validity of Research Instrument-----	85
3.12	Reliability of the Research Instrument-----	87
3.13	Methods of Data Presentation and Analysis -----	89
3.14	Ethical Consideration -----	89
<b>CHAPTER FOUR: RESULTS AND DISCUSSION _____</b>		<b>91</b>
4.1	Preamble-----	91
4.2	Data presentation and Analysis -----	91

4.2.1	Demographic Profiles of Respondents-----	92
4.3	Test of Hypothesis-----	95
4.3.1	Influence of Information Generation on Financial Performance -----	95
4.3.1a	Descriptive analysis of Information Generation and Financial Performance ----	95
4.3.1b	Test of Hypothesis One -----	98
4.3.2	Influence of Knowledge Dissemination on Financial performance-----	103
4.3.2a	Descriptive analysis of Knowledge Dissemination and Financial Performance	103
4.3.2b	Test of Hypothesis Two-----	105
4.3.3	Influence of Brand Commitment on Vision and Leadership-----	111
4.3.3a	Descriptive analysis of Brand Commitment and Vision & Leadership (VL) ---	111
4.3.3b	Test of Hypothesis Three -----	114
4.3.4	Influence of Role Clarity (RC) and Social Responsibility (SR)-----	119
4.3.4a	Descriptive analysis of Role Clarity (RC) and Social Responsibility (SR)-----	119
4.3.4b	Test of Hypothesis Four-----	122
4.3.5	Influence of Human Factor (HF) and Workplace Environment (WE)-----	127
4.3.5a	Descriptive analysis of Human Factor and Workplace Environment (WE)-----	127
4.3.5b	Test of Hypothesis Five-----	131
4.3.6	Influence of Brand Knowledge (BK) and Product & Services (PS) -----	137
4.3.6a	Descriptive analysis of Brand Knowledge (BK) and Product & Services (PS)-	137
4.3.6b	Test of Hypothesis Six -----	139
4.3.7	Influence of Openness on Emotional Appeal -----	144
4.3.7a	Descriptive analysis of Openness and Emotional Appeal -----	144
4.3.7b	Test of Hypothesis Seven -----	152
4.4	Discussion of Results -----	158
4.5	Implication of Findings -----	165
<b>CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS _____</b>		<b>167</b>
5.1	Preamble-----	167
5.2	Summary of Findings -----	167
5.3	Conclusion-----	169
5.4	Recommendations -----	170
5.5	Contributions to Knowledge -----	172
5.6	Limitations of the Study -----	173
5.7	Suggestions for Future Studies -----	174

<b>REFERENCES</b>	<b>175</b>
APPENDIX A	191
Research Questionnaire	191
APPENDIX B	198

## LIST OF TABLES

Table 2. 1: Employee-Based Brand Equity Dimensions	19
Table 2. 2: The Relationship between Brand Knowledge, Behaviour and Attitude.	37
Table 2. 3: Difference between Organisational identity, organisational image and CR	41
Table 2. 4: Categorization of Corporate reputation definition from literature	42
Table 2. 5: Analysis of Empirical Studies on Corporate Reputation of Universities	58
Table 2. 6: Analysis of Empirical Studies on EBBE in Nigeria and Beyond	66
Table 3. 1: Number of Academic & Non-Academic staff in the selected universities	74
Table 3. 2: Sample Size Determination Table	75
Table 3. 3: Sample Size Distributions	77
Table 3. 4: List of Private Universities in the Southern Region of Nigeria, 2019	78
Table 3. 5: Measurement of Research Instruments	84
Table 3. 6: Statistics showing Reliability of Research Instrument	86
Table 3. 7: Cronbach Alpha Analysis for the Pilot study	89
Table 3. 8: Tool for Data Analyses	90
Table 4. 1: Respondents Response Rate	92
Table 4. 2: Employees Respondents Demographic Profile	93
Table 4. 3: Information Generation and Financial Performance	96
Table 4. 4: Construct validity and Reliability for Hypothesis One	102
Table 4. 5: Path Coefficients for Information Generation (IG) and FP	103
Table 4. 6: Knowledge Dissemination and Financial Performance	104
Table 4. 7: Construct validity and Reliability for Hypothesis Two	110
Table 4. 8: Path Coefficients for Knowledge Dissemination (KD) and FP	111
Table 4. 9: Brand Commitment (BC) and Vision & Leadership (VL)	112
Table 4. 10: Construct validity and Reliability for Hypothesis Three	118
Table 4. 11: Path Coefficients for Brand Commitment (BC) and VL	119
Table 4. 12: Role Clarity (RC) and Social Responsibility (SR)	120
Table 4. 13: Construct validity and Reliability for Hypothesis Four	125
Table 4. 14: Path Coefficients for Role Clarity (RC) and Social Responsibility (SR)	127
Table 4. 15: Human Factor (HF) and Workplace Environment (WE)	128
Table 4. 16: Construct validity and Reliability for Hypothesis Five	135
Table 4. 17: Path Coefficients for Human Factor (HF) and WE	136
Table 4. 18: Brand Knowledge (BK) and Product & Services (PS)	137
Table 4. 19: Construct validity and Reliability for Hypothesis Six	143
Table 4. 20: Path Coefficients for Brand Knowledge on Product & Services (PS)	144
Table 4. 21: Openness and Emotional Appeal	145
Table 4. 22: Construct validity and Reliability for Hypothesis Seven	156
Table 4. 23: Path Coefficients for Openness on Emotional Appeal	157

## LIST OF FIGURES

Figure 1. 1: Proposed Schematic Model of EBBE and Corporate Reputation	12
Figure 2. 1: Components of Openness	23
Figure 2. 2: Relationship between employee involvement and performance	24
Figure 2. 3: Participation process	25
Figure 4. 1: Number of Administered and Returned Questionnaire	92
Figure 4. 2: PLS algorithm model of IG on FP	99
Figure 4. 3: PLS Bootstrapping Model with $\beta$ and P values of IG on FP	99
Figure 4. 4: PLS Bootstrapping Model with $\beta$ and T values of IG on FP	101
Figure 4. 5: PLS algorithm model of KD and FP	107
Figure 4. 6: PLS Bootstrapping Model with $\beta$ and P values of KD and FP	108
Figure 4. 7: PLS Bootstrapping Model with $\beta$ and T values of KD and FP	109
Figure 4. 8: PLS algorithm model of brand commitment and vision & leadership	115
Figure 4. 9: PLS Bootstrapping Model with $\beta$ and P values of BC on vVL	116
Figure 4. 10: PLS Bootstrapping Model with $\beta$ and T values of BC to VL	117
Figure 4. 11: PLS Algorithm Model of Role Clarity and Social Responsibility	123
Figure 4. 12: PLS Bootstrapping Model with $\beta$ and P values of RC and SR	124
Figure 4. 13: PLS Bootstrapping Model with $\beta$ and T values of RC and SR	125
Figure 4. 14: PLS Algorithm Model of Human Factor and Workplace Environment	132
Figure 4.15: PLS Bootstrapping Model with $\beta$ and P values of HF and WE	133
Figure 4. 16: PLS Bootstrapping Model with $\beta$ and T values of HF and WE	134
Figure 4. 17: PLS Algorithm Model of BK on PS	140
Figure 4. 18: PLS Bootstrapping Model with $\beta$ and P values of BK on PS	141
Figure 4. 19: PLS Bootstrapping Model with $\beta$ and T values of BK and PS	142
Figure 4. 20: PLS Algorithm Model of Openness (MS, OS, EAJ & EI) and EA	153
Figure 4. 21: PLS Bootstrapping Model with $\beta$ and P values of Openness and EA	154
Figure 4. 22: PLS Bootstrapping Model with $\beta$ and T values of Openness and EA	155
Figure 5. 1: Model showing the link between EBBE and CR	173

## LIST OF ABBREVIATIONS

ABUAD	Afe Babalola University Ado Ekiti
APA	American Psychological Association
AVE	Average Variance Extracted
EBBE	Employee-Based Brand Equity
BC	Brand Commitment
BIU	Benson Idahosa University
BK	Brand Knowledge
CFA	Confirmatory Factor Analysis
CR	Corporate Reputation
CU	Covenant University
EA	Emotional Appeal
EAJ	Employee Attitude to Job
EI	Employee Involvement
FP	Financial performance
HF	Human Factor
IG	Information Generation
IUO	Igbinedion University Okada
JAMB	Joint Admission and Matriculations Board
KD	Knowledge Dissemination
MS	Management Support
NUC	National Universities Commission
OS	Organisational Socialisation
PLS	Partial Least Square
P & S	Products and Services
RC	Role Clarity
SEM	Structural Equation Model

SPSS	Statistical Package for Social sciences
SR	Social Responsibility
TETFUND	Tertiary Education Trust Fund
VIF	Variance Inflation Factor
V & L	Vision and Leadership
WE	Workplace Environment

## APPENDICES

<b>Appendix</b>	<b>List</b>
Appendix A	Research Questionnaire
Appendix B	Ethical Certificate



## ABSTRACT

The choice of a private university for the financially capable parents/candidates from among the increasing number of private universities depends on the university's reputation. In a service-providing organisation like universities, the development of a strong brand and the sustenance of the institution's brand is usually seen as the principal function of the marketing /sales department and corporate affairs unit in institutions. The employees of other departments are relegated in the drive for competitive advantage and corporate reputation. Against this background, this study investigated employee-based brand equity and perceived corporate reputation in selected private universities in Southern region of Nigeria. The study adopted the quantitative research method, using the questionnaire as research instrument. A total of 700 questionnaires (soft and hard copies) were administered to six private universities' academic and non-academic staff in the country's Southern region. The randomly selected respondents returned only 594 copies of the questionnaires. Data collected were analysed using the Structural Equation Model (SEM) specifically the Partial Least Square. The tested hypotheses revealed that information generation and knowledge dissemination both have a significant effect on financial performance. Brand commitment has a significant effect on vision and leadership. Similarly, the results also revealed that role clarity has a significant effect on social responsibility. Human factor has a significant effect on the workplace environment. Brand knowledge has a significant impact on products and services and openness (management support, organisational socialisation, employee attitude to job and employee involvement) has a significant effect on emotional appeal. The findings reveal that the employees' perception of the universities corporate reputation affects their relationship with the institutions' external customers. Therefore, the study recommended that the managers of private universities establish a functional and sustainable feedback mechanism that facilitates employees' reportage of experiences with the universities' external customers or stakeholders. Feedback generated should be utilised in decision-making processes and employees should be educated on the institution's brand promise, individual knowledge that has had a tremendous effect on employee performance should be institutionalised.

**Keywords:** Employee-Based Brand Equity, Corporate Reputation, Competitive advantage, Private universities