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Marca empleadora y compromiso afectivo organizacional en Empresa de Consumo Masivo: educando al colaborador
Employer branding and organizacional affective commintment in in a Mass Consumption Company: employee education

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RESUMEN: El dinamismo del entorno empresarial condiciona el desarrollo de acciones para atraer y retener a los mejores trabajadores. Se analiza el impacto del modelo marca empleadora en el compromiso afectivo de los colaboradores de la empresa de consumo masivo a partir del análisis de la experiencia emocional, intelectual y sensorial como una perspectiva de la educación del colaborador. La metodología es cuantitativa, aplicada a 215 empleados. Se corroboró que, la experiencia intelectual y emocional generan compromiso afectivo en la organización, mientras que la experiencia sensorial no, por lo cual la empresa evaluada debería reforzar las acciones de la marca empleadora para mejorar está percepción.
Palabras clave: Marca empleadora; Educación del colaborador; Compromiso afectivo; Organización

ABSTRACT: The dynamic nature of the business environment influences the development of strategies to attract and retain top talent. This study analyzes the impact of the employer branding model on the emotional commitment of employees at a consumer goods company, examining their emotional, intellectual, and sensory experiences as a perspective on employee development. The quantitative methodology was applied to 215 employees. The results confirmed that intellectual and emotional experiences generate affective commitment to the organization, while sensory experiences do not. Therefore, the company should strengthen its employer branding efforts to improve this perception.
Keywords: Employer brand; Employee education; Affective commitment; Organization

Introduction

In recent decades, human talent management in organizations has focused on operational and administrative aspects, including legal, labor, and economic considerations specifically related to the employee-company relationship. Today, the dynamic nature of the business environment and the high demand for specialized professionals require companies to prioritize people, their capabilities, and their skills, creating a need for organizations to address their market positioning and brand development.

For this reason, some organizations analyze their internal and external aspects, successfully attracting, retaining, and engaging the right talent for the organization and turning them into a differentiating factor. They focus on both what the company says about itself and what employees perceive: how they feel, how they grow, how they are recognized, what their work environment is like, and what the culture is like.

Consequently, their marketing strategies are geared toward attracting talent aligned with the company's culture and values; retaining and engaging those who already work there; ensuring consistency between what is promised and what is experienced; and fostering pride and loyalty. Hence, organizations recognized as best places to work have strong cultures where people feel trusted and valued, take pride in what they do, and enjoy working with their colleagues. High-trust cultures have a strong sense of purpose and are more innovative and collaborative, enabling them to attract and retain talented individuals who can help drive the business and achieve its goals.

For their part, several authors, such as (Silvente, 2017) and (Blasco *et al.*, 2014), have focused on fostering a sense of belonging among employees by measuring the organizational environment and climate; as well as a balance between their work and personal lives, fostering stability and growth within the same company aimed at achieving favorable business results through social responsibility programs and internal communication.

In this same vein, they noted that the application of marketing principles to the human resources field seeks to strengthen the relationships between the employer brand and the employee; this new approach identifies factors that cause conflict in the organization-employee relationship. Thus, the employer brand applies marketing principles to human resources initiatives in order to improve relations between the company and the employee.

All of this is achieved through employee benefits and compensation, creating a brand identity as a strategic initiative comprising a broad range of marketing activities to attract talented professionals and maintain a committed workforce. In other words, both the marketing and human resources departments are responsible for promoting and building loyalty to their image among their internal clients to create a reciprocal bond in which the employee feels that their work is fairly compensated and that the company cares about them and their families.

Studies on employer branding have also been conducted in the university context (Baso *et al.*, 2025), highlighting that the employer brand experience is a mediating factor in fostering greater commitment among university faculty; They emphasize that strengthening the employer brand creates a favorable environment for professional development and growth, as it involves fostering an attractive organizational culture, establishing career plans, and offering benefits that promote talent retention.

The employer brand emerges from the fusion of concepts used in Marketing and Human Resources that seek to align for the recruitment, identification, and retention of internal and external clients. That is why several authors, CEIPA Editorial Team (2025), emphasize employer brand management to add value and project the best image of the organization through marketing strategies, which represent a company's efforts to promote, both within and outside the organization, a clear vision of what makes it distinct and attractive as an employer.

To determine how the employer brand model impacts emotional commitment among employees of a mass-market consumer company based on an analysis of emotional, intellectual, and sensory experiences—from the perspective of employee education—a quantitative study was conducted. Both theoretical and empirical scientific methods were employed. These included analysis-synthesis: to systematize the theoretical foundations underpinning human talent management in organizations, which allowed for the construction of a practical theoretical framework. Induction-deduction was also used, enabling conclusions and generalizations about the employer brand and organizational affective commitment through literature review and research.

Empirical methods included: observation, interviews, questionnaires, and scales adapted from the literature through surveys administered to a sample of 215 employees in various positions and locations across the country at the Mass Consumption Company.

The following hypothesis was defined to explore the impact of the three dimensions of the employer brand experience on affective commitment to the brand from the perspective of employee education. Therefore, the following hypotheses are proposed:

- H1: Employees who perceive their workplace positively within the employer brand will demonstrate high levels of affective commitment to the brand.
- H2: Employees who perceive the employer brand's values positively will demonstrate high levels of emotional commitment to the brand.

– H3: Employees who enjoy working with the employer brand will demonstrate high levels of emotional commitment to the brand.

Based on the foregoing, the objective was defined as determining the impact of the employer brand model on the emotional commitment of employees at the mass-market consumer goods company, based on an analysis of the emotional, intellectual, and sensory experience from the perspective of employee development.

Development

The employer brand is analyzed by various authors (Blasco *et al.*, 2014), (Silvente, 2017), (Baso *et al.*, 2025), who conceptualize the employer brand as a practice through which organizations aim to achieve a corporate image that captures the attention and attracts the best talent available in the market, with a view to enhancing the company's positioning, productivity, and profitability, while strengthening the company's image through positive actions to develop potential candidates. Hence, the human resources department must have a budget that allows it to implement these attraction and retention initiatives.

According to Silvente (2017), the employer brand consists of the following components: corporate social responsibility, physical work environment, organizational culture, work climate, internal communication, and professional development. These components aim to foster well-being, respect for people, and ethical values, with a focus on improving the work climate and business continuity; particular emphasis is placed on development, training, innovation, organizational climate, motivation, and leadership within the company.

Within the concept of employer branding, Blasco *et al.* (2014) assert that internal communication is one of the mechanisms used by the employer brand to convey the organization's values and advantages, managing perceptions of the value proposition the company presents to its employees. Special emphasis is also placed on professional development—a process through which individuals progress through a series of stages characterized by various development tasks, activities, and relationships (Fernández-Lores *et al.*, 2014).

Regarding the employer brand, professional development within a company is achieved through factors such as motivation, objectives, goals, enthusiasm, performance, and self-esteem. Together, these factors make an employee feel like an important part of the organization, thereby improving their performance in all areas of their life as they seek responsibility and professional and personal success.

Particular emphasis is placed on commitment to the employer brand; several authors, including Fernández-Lores *et al.* (2014) and Gavilan *et al.* (2014), agree on the critical importance of understanding workplace behavior in all relationships, particularly in the workplace, as it determines an employee's tenure within an organization—whether short or long—and serves as a central factor in the success of the relationships the company establishes with internal and external stakeholders. It drives long-term competitiveness and is considered one of the most important intangible assets of companies

For these authors (Meyer & Allen, 1991), (Zarantonello & Schmitt, 2010), organizational behavior is measured based on continuance, normative, and affective commitment, as well as the sensory, intellectual, and affective dimensions; hence, they focus specifically on the relationship with visual, auditory, tactile, gustatory, and olfactory stimuli; feelings generated by the brand; and its emotional bond with the consumer, which includes lifestyles and interactions with the brand—all factors influencing the effect on affective commitment in mass-market consumer companies.

Based on the foregoing, it is asserted that a good employer brand strategy can be characterized by offering employees a value proposition that includes culture, development, recognition, flexibility, benefits, work environment, and professional growth. Clear and consistent internal communication. Opportunities for feedback, recognition, and growth. A strong organizational culture and a healthy work environment. Use of the brand in recruitment and social media. Measurement and continuous improvement.

To determine how the employer brand model influences emotional commitment among employees of a mass-market consumer goods company based on an analysis of emotional, intellectual, and sensory experiences, scales adapted from the literature were used in surveys administered to a sample of 215 employees

To measure sensory experience, four items adapted from the brand experience scale by Brakus *et al.* (2009) were considered. In this study, a scale was constructed by progressively eliminating items until a valid, reliable, and as simple as possible scale was obtained. The sensory dimension of the brand is ultimately measured using three items, for which a scale with a commercial brand focus was designed, whereas Gavilan *et al.* (2014) adapted the content of the items and opted for four items focused on the employer brand.

In validating the intellectual experience, seven items adapted from the employer attractiveness scale using the EmpAt scale were considered. The scale was developed based on the dimensions of (Ambler & Barrow, 1996) for psychological, functional, and economic benefits. This scale consists of five dimensions: interest value, social value, economic value, development value, and application value.

To identify emotional experience, three items adapted from the WOLF scale (Bakker, 2008) were considered, which refers to three dimensions: absorption, job pleasure, and intrinsic motivation at work. Two studies were conducted, with the second study demonstrating validity and reliability.

Furthermore, based on the authors (Meyer & Allen, 1991), the ACEB (Affective Commitment to Employer Brand) scale was used to measure affective commitment; this scale was validated by Fernández-Lores *et al.* (2014), with a reliability of 0.89–0.93, and consists of 11 items distributed across three dimensions: emotional attachment, brand-individual identity, and long-term orientation.

This selection of scales was used to develop a final questionnaire consisting of 25 seven-point Likert-type items (1 = strongly disagree, 7 = strongly agree), which was supplemented with demographic information on the staff at the consumer goods company.

An online questionnaire was developed using the QuestionPro tool for data collection; this tool offers advantages when collecting information automatically without leaving any questions unanswered, thereby yielding reliable data. The sample population was obtained through non-probabilistic snowball sampling; however, when calculating the sampling error, the population for the obtained sample showed that the total universe of individuals was 380, with a maximum error of 5.80% at a 99% confidence level.

At the time of implementation, only 215 people responded to the surveys, which were distributed across various hierarchical levels within a consumer goods company. The data was processed using IBM SPSS, which enabled frequency analysis, descriptive analysis, factor analysis, reliability analysis, and linear regression to test the hypotheses regarding the employer brand experience and its impact on emotional commitment.

Table 1 shows the results corresponding to the characteristics of the population to which the survey was administered. The results were obtained through a frequency analysis showing the percentages related to population traits such as age, gender, distribution by branch, job category, and tenure. Notably, 78%

of the respondents are male; 64% of the population is in the 25–39 age range; the branch with the highest number of responses was Milagro, accounting for 43.70% of the population; in terms of job category, nearly 40% are operators, and in terms of tenure, 58% have been with the company for at least two years.

Table 1.

Characteristics of participants (in %)

Category	**%**
Gender	
Male	78,10%
Female	21,90%
Total	100,00%
Age	
18-24	21,90%
25-29	32,00%
30-39	32,60%
40-49	13,00%
50- and older	0,50%
Total	100,00%
Breakdown by branch	
Milagro	43,70%
Quevedo	39,50%
Salinas	10,20%
Santo Domingo	5,20%
Daule	1,40%
Total	100,00%
Job Category	
Area Manager	0,90%
Area Supervisor	4,70%
Coordinator or Supervisor	9,80%
Administrative Staff	16,70%
Operations Assistant	28,40%
Other	39,50%
Total	100,00%

Length of service	
Up to 2 years	58,20%
2 to 5 years	22,30%
6 to 10 years	9,30%
More than 10 years	10,20%
Total	100,00%

Source: Compiled by the author

A descriptive analysis was conducted for each item of the variables established in the methodological model: sensory experience, intellectual experience, emotional experience, and emotional commitment. Each item was evaluated using a scale ranging from 1 (strongly disagree) to 7 (strongly agree). The analysis aimed to understand employees' perceptions of the employer brand experience offered by the consumer goods company through its value proposition.

Table 2 presents the results regarding population characteristics. The score for each variable is above 6, with the exception of the Daule branch, where the lowest scores—between 5.25 and 5.82—were recorded. It is important to consider that this point of sale may have an environment that does not foster commitment. Regarding job categories, it is evident that scores decrease from senior management down to the bottom of the pyramid; in other words, employees at different levels are not experiencing the same level of commitment.

Table 2.

Characteristics of participants (in %)

Gender **Experience** **Sensory**		**Intellectual Experience**	**Emotional Experience**	**Commitment Affective**
Man	6,25	6,00	6,33	6,09
Woman	6,00	6,00	6,00	6,00
Age				
18 - 24	6,00	6,00	6,00	6,00
25 - 29	6,00	6,00	6,33	6,09
30 - 39	6,00	6,14	6,33	6,00
40 - 49	6,00	6,14	6,00	6,55
50 and older.	7,00	7,00	7,00	7,00

Distribution by Branch				
Milagro	6,00	6,00	6,00	6,00
Quevedo	6,25	6,00	6,00	6,09
Salinas	7,00	6,71	6,67	6,82
Santo Domingo	6,00	6,00	6,67	5,45
Daule	5,25	5,71	5,33	5,82
Occupational Category				
Area Manager	7,00	7,00	7,00	7,00
Area Head / Area Supervisor	6,00	6,71	6,00	6,91
Coordinator	6,75	6,57	6,33	6,55
Supervisor	6,00	6,00	6,00	6,00
Administrative	6,25	6,14	6,33	6,27
Operational Assistant	6,00	6,00	6,00	6,00
Length of service				
Up to 2 years	6,25	6,00	6,33	6,18
2 to 5 years	6,00	6,00	6,00	6,09
6 to 10 years	6,00	6,00	6,00	6,00
More than 10 years	6,00	6,57	6,00	6,45

Source: Compiled by the author

In Table 3, the results are presented in relation to the mean for each item. In summary, they show values above 6, with standard deviations ranging between 0.81 and 1.11. This table also presents the results of the factor analysis, which initially allowed the identification of factor loadings ranging from 0.77 to 0.94, demonstrating a high degree of convergent validity for each of the items.

Table 3.

Descriptive Analysis of the Items Berthon et al. (2005)

Ítem	Descripción	Media	Standard Deviación	Loads standardized
Sensory Experience—Adapted from (Brakus *et al.*, 2009)				

ES1	I have a pleasant place to work	6,24	1,017	0,891
ES2	I like where I work	6,44	0,894	0,925
ES3	Where I work makes me feel good	6,31	0,917	0,946
ES4	Where I work makes it easier for me to do my job well	6,26	1,06	0,908
Intellectual Experience—Adapted from Berthon and Ewing (2005)				
EI1	My company's corporate values have a positive impact on society	6,40	0,858	0,816
EI2	My company's corporate values are positive for employees	6,31	0,961	0,857
EI3	My company's corporate values are positive for customers	6,38	0,811	0,779
EI4	I share my company's corporate values	6,21	1,013	0,868
EI5	I identify with my company's corporate values	6,20	1,034	0,886
EI6	I am familiar with my company's corporate values	6,17	1,085	0,886
EI7	I understand my company's corporate values	6,13	1,087	0,826
Emotional Experience—Adapted from Bakker (2008)				
EE1	I have a good time at work	6,32	0,948	0,868
EE2	I enjoy working	6,01	1,057	0,842
EE3	I enjoy doing my job	6,47	0,842	0,878
Affective Commitment to the Employer Brand—Fernández *et al.* (2014)				
CA1	I feel like part of my company and want to stay there in the future	6,4	1,023	0,921
CA2	My commitment to my company is long-term	6,4	1,118	0,856
CA3	I would be sad to have to leave my company	6,18	1,31	0,726
CA4	I want to continue working at my company for a long time	6,5	1,009	0,891
CA5	I feel affection for my company	6,39	1,03	0,846
CA6	I have developed strong bonds of affection with my company	6,2	1,158	0,819
CA7	I feel emotionally connected to my company	6,18	1,066	0,888
CA8	I feel the colors of my company	6,2	1,04	0,909
CA9	I feel that any problem my company faces is also my problem	6,15	1,059	0,863
CA10	I feel as though my company's projects are my own	6,15	1,05	0,860
CA11	My company's successes are my successes	6,35	1,108	0,857

Source: Compiled by the author

Table 4 shows the exploratory factor analyses of the variables used to validate the proposed hypotheses. The results of Cronbach's alpha analysis are greater than 0.82, indicating that the correlation among the variables is reliable and that the communalities do not vary; therefore, there is no need to exclude any variables. Once the correlation was verified, reliability was tested, yielding values greater than 0.89 and a mean extracted variance (AVE) greater than 0.84, which confirms that the validity criteria of reliability greater than 0.7 and AVE greater than 0.5 are met.

Table 4.

Average Variance Extracted (AVE), Cronbach's alpha, and construct communalities

Ítem	AVE	Composite Reliability	Cronbach's Alpha	Communalities
Emotional Experience	0,74	0,89	0,82	0,74
Intellectual Experience	0,71	0,85	0,931	0,71
Sensory Experience	0,84	0,95	0,935	0,84
Emotional Engagement (ACEB)	0,73	0,96	0,962	0,73

Source: Compiled by the author

In Table 5, the calculations obtained for the linear regression are summarized. The first value obtained was R^2, which shows that the set of independent variables explains 46% of the proposed model. Regarding the significance level, it is observed that the variables emotional experience and intellectual experience meet the $p<0.05$ criterion. Therefore, these two independent variables are considered statistically significant with a 95% confidence level, while the sensory experience variable is not relevant in the model.

Table 5.

Standardized Coefficients and Statistics of the Proposed Relationships

	Standardized coefficients	Standard error	t-statistic	Significance
Emotional Exp.->ACEB	0,56	0,83	8,345	0,00
Intellectual Exp. >ACEB	0,39	0,6	6,500	0,00
Sensory Exp. ->ACEB	-0,9	0,55	-1,624	0,535
R2	**0,47**			

Source: Compiled by the author

Based on the data obtained, it can be concluded that the assessment of emotional commitment to the mass-market company in this study is positively influenced by two components of the brand experience—specifically, the variables of emotional experience and intellectual experience. Therefore, hypotheses H2 and H3 are supported, and hypothesis H1 is rejected. See Table 6.

Table 6.

Results of the Hypotheses

Hypothesis	Result
H1: Employees who view their workplace positively within the employer brand will demonstrate high levels of emotional commitment to the brand.	Rejected
H2: Employees who view the employer brand's values positively will demonstrate high levels of emotional commitment to the brand.	Approved
H3: Employees who enjoy working for the employer brand will demonstrate high levels of emotional commitment to the brand.	Approved

Source: Compiled by the author

From the above, the potential of the employer brand stands out as a perspective on employee education, through the teaching of a shared identity that influences the affective commitment of employees in a mass consumer goods company. Employees positively appreciate the values, as emotional and intellectual experiences decisively influence the formation of an invisible curriculum that gradually teaches them within the organization through the company's stories, values, and mission. This creates an emotional frame of reference and fosters loyalty toward the organization.

The research demonstrates that the employer brand is not only about selling a message but also about informing, involving, inspiring, and educating — constituting a pedagogical shift from mere instruction to the joint construction of meanings and purpose among employees. This leads to the internalization of organizational goals and the development of voluntary brand ambassadors and active advocates who transmit positive culture and information within their communities through strategic understanding.

Furthermore, when workers are immersed in lived values, they possess tools and insights regarding customer perceptions of the brand, thereby nurturing and strengthening it at every point of contact. Thus, the employer brand acts as a common language that teaches a shared identity and strengthens cultural potential. The pedagogy of purpose is also decisive here, as field salespeople and production line operators connect their daily work to the company's greater purpose, requiring intentional pedagogical mediation. They recognize that their work improves the lives of millions of consumers.

Training programs also have a favorable impact on the organizational climate and culture by increasing the specific knowledge, skills, and attitudes required to perform effectively in their roles. Their objective is to close immediate competency gaps, prepare employees for future responsibilities, and align their growth with the organization's strategic objectives. This involves the development of conceptual, leadership, and strategic skills. Well-trained employees are the cornerstone of a company's competitive advantage.

These programs could include topics such as: value-based learning, where the technical tools taught reinforce brand values (for example, a logistics course that uses the company's commitment to sustainability as a case study); emotional mentoring with peers who teach and transmit the company's emotional heritage; and impact narratives, where stories are documented and shared about how team efforts impact communities and consumers, creating cultural learning objects that reinforce affective commitment.

Conclusions

The employer brand experience model influences the affective commitment of employees in the Mass Consumer Goods Company. It represents a comprehensive strategy for human management and education. The results showed that both emotional experience and intellectual experience have a direct impact on employees' affective commitment, validating that the employer brand constitutes a lasting emotional bond between the organization and the employee. This was not the case with sensory experience, which implies the need to design strategies to improve its correlation with affective commitment.

It was demonstrated that emotional and intellectual experience variables yield better results in terms of their influence on affective commitment, which can positively impact productivity across all environments in which employees interact, especially in the workplace.

It is important to highlight that employer brand experience is a broad field worth exploring and continuing to investigate. Therefore, this study contributes to the Human Resources field in Ecuador by providing a tool that allows the evaluation of some components of the employer brand experience to determine where strategies should be directed, taking into account which factors generate affective commitment in the organization. From an educational perspective, the development of training programs also favors the creation of learning experiences that reinforce the influence of the employer brand.

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