

T.C.
ISTANBUL OKAN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES

**UNDERSTANDING THE EFFECT OF INTERNAL BRAND
MANAGEMENT ON BRAND CITIZENSHIP BEHAVIOR IN THE
BANKING INDUSTRY**

NAJWAN ADILEH

Doctoral Dissertation
Department of Business Administration
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Prof. Dr. ÖZGÜR ÇENGEL

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**Submission Date :
Presentation Date :
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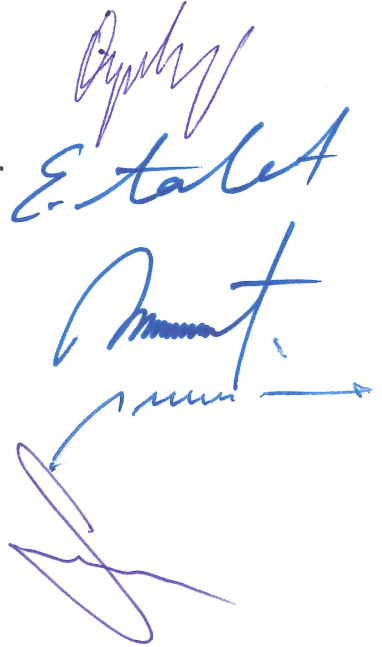
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ISTANBUL, April 2019

ABSTRACT

In a service brand, customers experience the brand through the eyes of employees. Therefore, it is vital to understand employees' perspective regarding internal branding mechanisms, and investigating the factors that affect their brand supporting behaviors. This study aimed to investigate the effect of internal branding mechanisms on employee brand commitment and brand citizenship behavior. Also, this study explored the effect of employee brand commitment on brand citizenship behavior. Besides, this study examined the mediating role of employee brand commitment between internal branding mechanisms and brand citizenship behavior. Lastly, this study analyzed the differences among employees' perspective on internal branding mechanisms depend on their demographical characteristics differences, job level, and contact with customers. Data collected from ten banks and 614 responses from employees were analyzed using one-way analysis of variance, confirmatory factor analysis, structural equation modeling, and bootstrapping. The results of the analysis revealed that brand-centered human resources activities, internal brand communication activities, and brand-centered transformational leadership have a positive effect on employee brand commitment. Besides, internal branding mechanisms found not to have a direct effect on employee brand citizenship behavior. Also, this study found that employee brand commitment has a full mediating role between the internal branding mechanisms and employee brand citizenship behavior. As well, the results indicated that some demographic characteristics affect employees' perspective on internal branding mechanisms, employee brand commitment, and brand citizenship behavior. Therefore, the finding of the study might help the service brand organizations to understand how to manage the various internal branding activities adequately to enhance employee brand commitment and brand citizenship behavior.

Keywords: Internal Branding Mechanisms, Brand-Centred Human Resource activities, Internal Brand Communication activities, Brand-Centred Transformational Leadership, Employee Brand Commitment, Brand Citizenship Behavior.

ÖZET

Bir hizmet markasında, müşteriler markayı çalışanların gözüyle tecrübe eder. Bu nedenle, çalışanların iç markalaşma mekanizmalarına bakış açısını anlamak ve marka destekleme davranışlarını etkileyen faktörleri incelemek kritik öneme sahiptir. Bu çalışmada, iç markalaşma mekanizmalarının çalışan marka bağlılığı ve marka vatandaşlığı davranışı üzerindeki etkisi araştırıldı. Ayrıca, bu çalışma çalışan marka bağlılığının marka vatandaşlığı davranışı üzerindeki etkisini araştırmıştır. Bunun yanı sıra, bu çalışmada çalışan marka bağlılığının iç markalaşma mekanizmaları ile marka vatandaşlık davranışı arasındaki aracılık rolü incelenmiştir. Son olarak, bu çalışma, çalışanların iç markalaşma mekanizmalarına bakış açıları arasındaki demografik özellik farklılıklarına, meslek seviyelerine ve müşterilerle temaslarına bağlı olarak farklılıkları analiz etti. On bankadan toplanan ve çalışanlardan gelen 614 yanıt, tek yönlü varyans analizi, doğrulayıcı faktör analizi, yapısal eşitlik modellemesi ve ön yükleme kullanılarak analiz edildi. Analiz sonuçları, marka merkezli insan kaynakları faaliyetlerinin, iç marka iletişim faaliyetlerinin ve marka merkezli dönüşümsel liderliğin çalışan marka taahhüdü üzerinde olumlu bir etkisi olduğunu ortaya koydu. Ayrıca, iç markalaşma mekanizmalarının çalışan marka vatandaşlığı davranışları üzerinde doğrudan bir etkisinin olmadığı bulundu. Bu çalışma çalışan marka taahhüdünün iç markalaşma mekanizmaları ve çalışan marka vatandaşlığı davranışı arasında tam bir aracılık rolü olduğunu ortaya çıkardı. Bazı demografik özelliklerin ise çalışanların iç markalaşma mekanizmaları, çalışanların marka taahhüdü ve marka vatandaşlığı davranışları konusundaki bakış açısını etkilediğini göstermiştir. Bu nedenle, araştırmanın bulguları, hizmet markası organizasyonlarına çalışan marka taahhüdünü ve marka vatandaşlığı davranışını arttırmak için çeşitli iç markalaşma faaliyetlerini yeterince yönetmeyi anlamalarında yardımcı olabilir.

Anahtar Kelimeler: İç Markalaşma Mekanizmaları, Marka Merkezli İnsan Kaynakları faaliyetleri, İç Marka İletişim faaliyetleri, Marka Merkezli Dönüşümcü Liderlik, Çalışan Marka Taahhüdü, Marka Vatandaşlığı Davranışı.

DEDICATION

Achieving my goal was never possible or even realistic without having your unconditional love and support in my life.

Thank you very much, my mother Ibtisam Adileh, and my father Ahmed Adileh.

Thank you, my brothers Bilal Adileh and Basel Adileh.

I love you

ACKNOWLEDGMENTS

By enrolling to a Doctoral Program, I realized that a life-changing event is coming soon. This change is for a better version of myself. I become open to new challenges, more acceptable to change, and comfortable with uncertainty. My appreciation is to the person who supported me with his knowledge and wisdom during my Doctoral journey, my advisor Prof. Dr. Özgür Çengel. Also, my gratitude is for the members of the Doctoral Program Committee Prof. Dr. Mustafa Erdiñç Telatar and Dr. Murat Bolelli for offering me all the required support. Besides, this thesis would never have done without the warm welcoming and cooperation of the banks in Palestine. Therefore, I am thankful for each person helped me in the banking industry. Finally, my appreciation is to all of my friends for their support and love.

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LIST OF ABBREVIATIONS

IB	Internal Branding
IBM	Internal Branding Mechanisms
HR	Brand-centered Human Resources
IC	Internal Brand Communication
TL	Brand-centered Transformational Leadership
EBC	Employee Brand commitment
BCB	Brand Citizenship Behavior
BA	Brand Acceptance
BP	Brand Proselytization
BD	Brand Development
BE	Brand Equity
LMX	Leader-Member Exchange
OCB	Organization Citizenship Behavior
EBCP	Employee Brand Commitment Pyramid
ANOVA	One-way Analysis of Variance
SEM	Structural equation modeling
AMOS	Analysis of Moment Structure
CFA	Confirmatory Factor Analysis
RMSEA	Root Mean Square Error of Approximation
SRMR	Standardized Root Mean Square Residual
CFI	Comparative fit index
TLI	Tucker-Lewis index

CHAPTER I: INTRODUCTION

1.1 Overview

According to the AMA (2018), a brand describes specific features that differentiate a good or a service from other similar products. However, brand meaning exceeds the previous description (Keller, 2013). It is a combination of a firm's promise of design, image, and experience that support customers in their purchase decision (Jung & Sung, 2008). Also, the brand might reflect a symbolic meaning for the customer's self-image and values (Simoes & Dibb, 2001). Therefore, the organization must create a structured management system in order to have a brand (Merrilees, Rundle-thiele, & Lye, 2011). Likewise, in order to have a successful service brand, employees must develop a trustworthy relationship with customers, which based on confidence and linked to the brand values (Chernatony & Riley, 1999). By expressing the brand values while creating the customers' experience, employees will obtain a behavioral style which supports their role in delivering the brand promise (Chernatony, Drury, & Segal-Horn, 2003; Chernatony & Harris, 2000). Employees role is to enhance customers willingness to believe in the brand, by acting as a brand champion through their brand supporting behaviors (Chernatony et al., 2003).

Branding for both goods and services aims to leverage brand equity by building a strong relationship between the brand and customers (Kimpakorn & Tocquer, 2010). However, in service brands, organizations need to take into consideration that customers understand the brand value depending on their experience with the employees through different interaction points (Bitner, Booms, & Mohr, 1994). While the production and the consumption process of services happen simultaneously, any inconsistent practices will affect the customers' demand of the brand. Thus, it is essential to match customers positive feelings and self-image with the brand to prevent them from switching to another service provider (Bitner, 1990; Grace & O'Cass, 2005).

Previously, for developing a brand image, branding strategies focused on customers. However, for building brand equity, internal stakeholders are equally

important as external stakeholders. In order to have a competitive advantage in the market, it is essential for the organization to adopt the brand values from inside out by increasing employees brand awareness and enhancing supporting behaviors toward the brand (Judson, Gorchels, & Aurand, 2006). The organization has to enhance a brand-orientated culture that promotes for shared brand understanding, develop employees understanding for the brand, and aligns brand identity with employees behaviors (Baumgarth & Schmidt, 2010; Urde, Baumgarth, & Merrilees, 2013).

According to Burmann & Zeplin (2005), companies with strong brands need to provide their customer with consistent experiences during the whole purchase process. Thus, branding activities should focus firstly on employees need as internal customers for the brand, and enhance their understanding and satisfaction (Miles & Mangold, 2005).

Moreover, for investigating the role of internal activities and their effect on employees, a holistic model for internal brand management of Burmann & Zeplin (2005) adopted in this dissertation. Their framework identified three internal branding mechanisms which are brand-centered human resources, internal brand communication, and brand-centered transformational leadership. Besides, Porricelli, Yurova, Russell, & Bendixen (2014) found that these three mentioned mechanisms are the antecedents of brand commitment and brand citizenship behavior. Therefore, by enhancing the role of internal branding mechanisms, consequently, employees commitment and willingness to support the brand will be increased (Burmann & Zeplin, 2005). Nevertheless, both of organizational structure fit and organizational culture play a major role in the effectiveness of brand-centered human resources, internal brand communication, and brand-centered transformational leadership. Also, they have been required for creating a brand commitment that leads to brand citizenship behavior (Burmann & Zeplin, 2005; Burmann, Zeplin, & Riley, 2009).

For any organization, hiring the right applicant is a main step for success (Chhabra & Sharma, 2014). Therefore, brand-centered human resources activities include selecting qualified employees and developing their skills to be more fit with the brand (Preez & Bendixen, 2015). Moreover, for enhancing employees engagement on brand supporting

behaviors, human resource practices have to support employees in achieving their goals (Sun, Aryee, & Law, 2007), by connecting them to practice their duties in align with the brand values (Björkman, Ehrnrooth, Mäkelä, Smale, & Sumelius, 2014). Hence, specialized training programs are essential for enhancing employees commitment and acceptance for the organization (Kang, 2016; Ocen, Francis, & Angundaru, 2017).

Furthermore, dynamic internal brand communication activities effect on organizational success (Ruck & Welch, 2012), and have a significant role in enhancing brand values among employees (Preez, Bendixen, & Abratt, 2017). Different internal communication channels might be used to increase employees branding knowledge (Shaari, Salleh, & Hussin, 2012). The organization needs to investigate the most favourite channels for the employees (Ruck & Welch, 2012), including formal and informal internal communication channels (Miles & Mangold, 2005). However, internal communication behaviors should be consistent with the brand image (Vallaster & de Chernatony, 2006). While employees gather brand information from internal resources, also external communication resources have a significant impact on developing employees brand values and enhancing their roles as brand ambassadors (Morhart, Herzog, & Tomczak, 2009).

Moreover, Burmann & Zeplin (2005) suggested that leadership has an impact on enhancing employee brand commitment and brand supporting behaviors. Also, Tracey & Hinkin (1996) found that leadership effect on employees performance. Leadership has a key role in clarifying organizational goals and vision, aligning brand values with employees' values, and inspiring employees to be more effective. By delivering consistent messages, leaders create the organizational culture (Vallaster & de Chernatony, 2006). Leaders are responsible for creating trust bonds between employees and their organization (Terglav, Konečnik Ruzzier, & Kaše, 2016). They facilitate employees behavior changing process by translating the brand values into practical actions (Balmer, 2008; Vallaster & de Chernatony, 2006). Within the internal branding literature, transformational leadership found to be the ideal leadership style in motivating employees and enhancing their

organizational commitment and supporting behaviors (Morhart et al., 2009; Morhart, Herzog, & Tomczak, 2011; Tracey & Hinkin, 1996).

Many studies suggested that employee brand commitment is an antecedent of brand citizenship behavior (Porricelli et al., 2014; Ravens, 2014). Committed employees demonstrate compliance and behave positively in align with organizational values (C. A. O'Reilly & Chatman, 1986; C. O'Reilly, Chatman, & Caldwell, 1991). While branding is about structuring a long-term relationship and brand equity among brand and customers (Kimpakorn & Tocquer, 2010), especially in service brands, employees commitment and supportive behaviors are vital for delivering a consistent experience for customers (King & Grace, 2010). In the study of Chernatony & Harris (2000), they suggested that involving employees in decision making will stimulate their commitment toward the brand.

In the hospitality industry, Hui, Yaoqi, & Yanhong (2014) stated that employees' perception of a hotel's reputation effect on their behaviors and commitment to their workplace. Therefore, managers need to communicate effectively with employees for building hotel brand identity. Also, Morhart et al. (2009) suggested that employees positive organizational perception will affect their commitment and intention to stay. Thus, leaders have to be a role model for their employees, enhancing their commitment, and supporting them to live the brand values, and acting as the brand champions (Morhart et al., 2011)

According to Morhart et al. (2011), brand citizenship behaviors exceed the role of employees responsibility in delivering the brand promise and include their involvement in building the brand reputation. Brand citizenship behaviors include employees' professional connection with customers, employees' in-role brand-building behavior that describes their ability to comply with organizational standards, and their extra-role brand-building behavior which contains employees' actions beyond formally required tasks toward the brand.

Based on the study of (Burmam, Zeplin, et al., 2009), there are three dimensions of brand citizenship behavior. Firstly, a brand acceptance which refers to the response to others positively and helping them because of the organization's brands (Asgarnezhad Nouri, Mir Mousavi, & Soltani, 2016). Secondly, brand enthusiasm/proselytization which refers to employees' propensity to do extra tasks related to the brand (Porricelli, 2013). Lastly, brand self-development which refers to the willingness to improve the brand's related skills and continuous learning (Asgarnezhad Nouri et al., 2016; Porricelli, 2013).

Recently, an employee's role shifted to be a customer value creator instead of being a customer satisfier (Bowen, 2016). Thus, this study displays the suggested model from employees' perspective for the internal branding mechanisms, and their relationship with employee brand commitment, and brand citizenship in the banking industry. Several past studies found that enhancing employees understanding for the brand and increasing their knowledge for the brand values will support their willingness to do extra-role behaviors and to deliver a consistent brand promise (Papasolomou & Vrontis, 2006; Punjaisri & Wilson, 2011).

Presently, the banking industry engrossed in an intense revolution (Bennett & Kottasz, 2011). Moreover, the financial crisis demoralized the banking industry's reputation and challenged banks to provide a better service to maintain customer satisfaction and trust (D. S. Johnson & Peterson, 2014). On the one hand, the customer perspective of the brand value that created by their various interactions with bank employees has a significant role in increasing their satisfaction and for predicting their loyalty (Chahal & Dutta, 2015). On the other hand, employees from different managerial levels have to support the brand promise delivering process in order to maintain a long term customer relationship (Hultén, 2011). Therefore, This study focused on the banking industry for understanding the relationship between internal branding mechanisms, employee brand commitment, and brand citizenship behaviors.

1.2 Statement of the Problem

The brand is a concept that is beyond a company logo or name; it is the company's promise to stockholders. Customers build their perspective for the brand through their experience with the employees. Employees have a critical role for delivering the brand values by allowing customers to live a consistent experience with the brand (King & Grace, 2012; Piehler, King, Burmann, & Xiong, 2016). While several previous studies discussed the effect of employees' brand commitment on supportive behaviors effect on customers, there is a shortage in investigating the employees' perspective of internal branding mechanisms effect on their commitment to the brand and their extra-role behaviors for the brand success. Besides, all the employees are responsible for building brand equity (Terglav et al., 2016). However, few past studies investigated the effect on internal branding mechanisms on employees in different managerial levels including frontline employees other behind the scenes employees in the banking industry. Therefore, this study explores possible variances for the effect of internal branding mechanisms on employees' brand commitment and brand supporting behaviors depends on their different job levels and other demographic characteristics

1.3 Purpose of the Study

This study had four primary purposes. Firstly, it analyzed the effect of three internal branding mechanisms which are brand-centered human resources activities, internal brand communication activities, and brand-centered transformational leadership on employee brand commitment. Secondly, the study investigated the direct effect of internal branding mechanisms on brand citizenship behavior. Thirdly, the study explored the role of employee brand commitment as a mediator between the three internal branding mechanisms and brand citizenship behavior. Lastly, this study aimed to understand the variances in employee brand commitment and supporting behaviors among employees in the banking industry according to their demographic characteristics including age, gender, marital status, income, and educational level. Moreover, this study examined the

differences between employees commitment and behaviors according to their job level and their contact with the customer.

Based on the study purposes mentioned above, the main objectives of this study are the followings:

1. To analyze the effect of internal branding mechanisms, specifically brand-centered human resources activities, internal brand communication activities, and brand-centered transformational leadership on employee brand commitment.
2. To examine the effect of internal branding mechanisms, specifically brand-centered human resources activities, internal brand communication activities, and brand-centered transformational leadership on brand citizenship behavior.
3. To investigate the role of employee brand commitment as a mediator variable between internal branding mechanisms and employee brand citizenship behaviors.
4. To explore the variances of brand commitment and brand citizenship behaviors between employees according to their job level in the organization and direct contact with customers.
5. To analyze the differences among employees' brand commitment and brand citizenship behaviors depend on their demographic characteristics.

1.4 Research Questions

This study aimed to understand the effect of internal brand mechanisms on brand citizenship behavior in the banking industry. Based on the hypothesized relationships in the theoretical model for the study (see Figure 1.1), the following questions were investigated:

- Which of the internal brand Mechanisms affect employees' brand commitment (EBC) and brand citizenship behaviors (BCB) in the banking industry?
- What is the effect of internal brand Mechanisms on employees' brand commitment in the banking industry?

- What is the effect of internal brand Mechanisms on brand citizenship behaviors in the banking industry?
- What is the effect of employees' brand commitment on brand citizenship behaviors in the banking industry?
- Does employee brand commitment has a mediating role between the internal branding mechanisms and brand citizenship behavior?
- Are there any differences between employees regarding their job level and their contact with customers, that will affect their brand commitment and brand citizenship behavior?
- Are there any differences between employees related to their age, gender, marital status, income, years of service, that affect their brand commitment and brand citizenship behavior?

1.4 Theoretical Framework

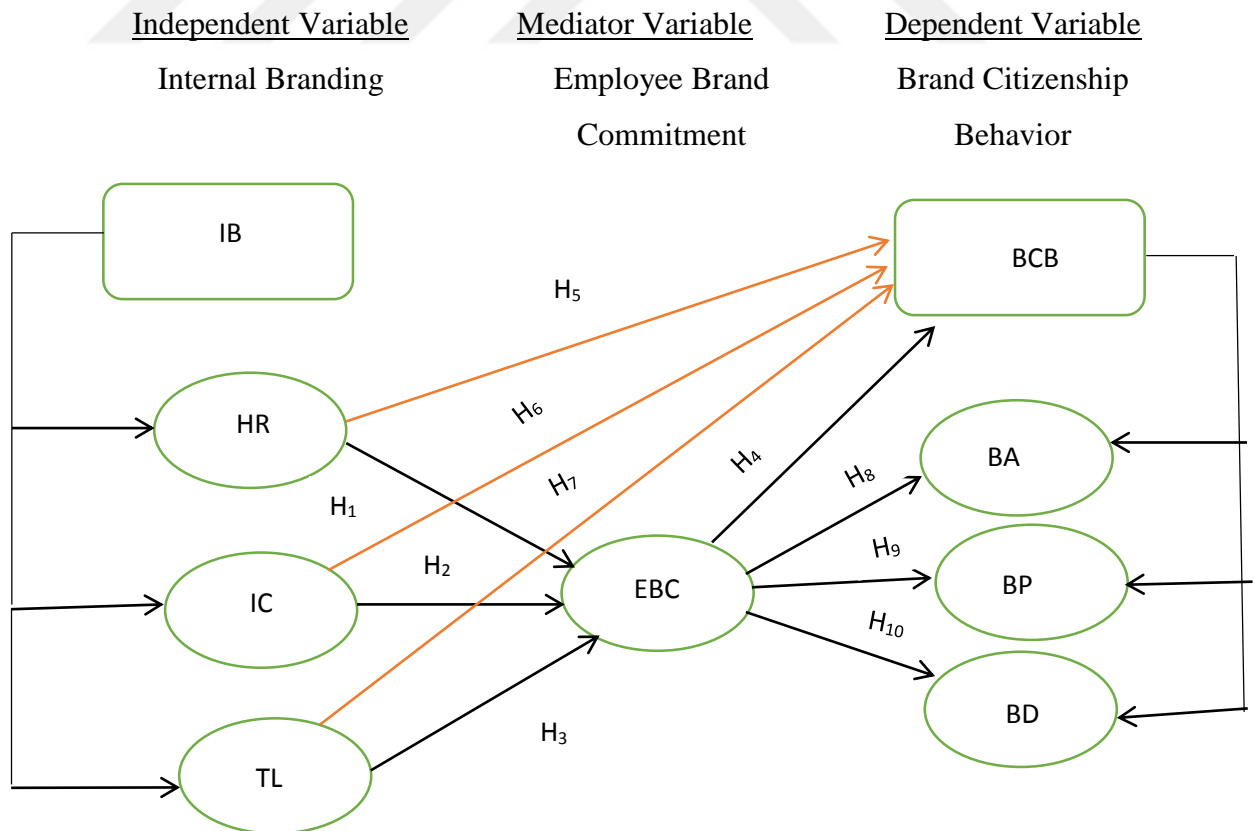


Figure 1. 1: Theoretical Model of the Study

1.6 Significance of the Study

Despite the increasing interest in internal brand management, most researchers looking at the issue from a top-down viewpoint, concentrate on the leadership role in internal branding (Pahi & Ab. Hamid, 2015). Other studies examined customer satisfaction and loyalty by exploring the impact of brand experience on brand equity (Iglesias, Markovic, & Rialp, 2018). While creating an appealing brand involves other stakeholders (Chernatony & Harris, 2000), there is a very slight focus on studies that deliberate the employees' point of view on brand values. More specifically, few studies investigated the relationship between internal branding mechanisms and employees' brand supporting behavior from an internal perspective.

Moreover, there is a shortage of studies exploring service branding. While at the conceptual level of branding, products and services are similar, there are also differences between both of them that affecting brand equity and brand reputation. Thus, delivering a constant service is a critical challenge in service brand (Chernatony & Riley, 1999).

Also, most studies about internal branding mechanisms in service brands focused on frontline employees who work directly with customers (Buil, Martínez, & Matute, 2016; Preez et al., 2017; Ye, Marinova, & Singh, 2012). However, other studies including Burmann & Zeplin (2005) and Terglav et al., (2016) argued that all employees have a responsibility toward building a strong brand. Therefore, this study will target employees from different managerial levels including employees with direct and indirect contact with customers to investigate any existence for variances in their brand commitment and brand supporting behavior.

Previous studies in service branding focused on the hospitality industry and airline industry (Chiang, Han, & McConville, 2018; Hazée, Van Vaerenbergh, & Armiroto, 2017; Ocen et al., 2017). However, for enhancing the results' generalizability of this study, and because of the shortage of internal branding researches in other essential service sectors. The present study explored the internal branding mechanisms effects in the banking sector, to enhance service brand relationship with their customers and to sustain service quality in this highly competitive market (Chahal & Dutta, 2015).

1.7 Operational Definitions of Terms

This study includes several concepts which defined as following:

Internal Branding: *“a means to create powerful corporate brands. It assists the organization in aligning its internal process and corporate culture with those of the brand, and its objective is to ensure that employees transform espoused brand messages into brand reality for customers and other stakeholders”* (Punjaisri & Wilson, 2007, p. 59-60)

Brand-centered Human Resources: *“Human resource style of management to ensure that applicants with high personal identity- brand identity fit recruited and selected and that those employees with a high person-brand fit promoted”* (Burmam & Zeplin, 2005, p. 287)

Internal Brand Communication: *“The entire Communication activities which aim to influence employees’ brand knowledge, attitudes and behaviors”* (Punjaisri & Wilson, 2007, p. 60)

Brand-Centered Transformational Leadership: *“Leader’s behaviors that influence the value systems and inspirations of the individual members of the organization and induce them to transcend their self-interests for the sake of the brand”* (Burmam & Zeplin, 2005, p. 293)

Brand commitment: *“the extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand’s goals, that is, to exert brand citizenship behavior and hence generate a new quality of brand strength”* (Burmam et al., 2009, p. 266)

Brand Citizenship Behavior: *“an aggregate construct that describes some general employee behaviors that enhance brand identity. Hence, brand citizenship behavior constitutes the intention of each employee to voluntarily exhibit specific generic (brand- and sector- independent) behavioral characteristics outside of the formally defined role*

expectation system, which strengthen the identity of the brand” (Burmam et al., 2009, p. 266)



CHAPTER II: LITERATURE REVIEW

2.1 Branding

The brand defined as *“a Name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers”* (AMA, 2018). However, for many managers in the field, the brand's meaning exceeds the previous definition as it represents an entity that creates awareness, reputation, and status in the marketplace (Keller, 1993).

Moreover, the product and the brand are two different concepts. The product might be any physical good, service, idea, firm, person, or place, that presented in the market for consumption or any other reason. On the other hand, the brand has other dimensions that distinguish it from similar functional goods or service (Keller, 2013). These dimensions might relate to the brand unique performance standard levels, values, and features (Simoes & Dibb, 2001). Therefore, for creating a competitive brand, the organization needs to start with identifying the brand goals, values, and identity (Matanda & Ndubisi, 2013).

Lately, branding management became a dominant subject for enhancing the brand itself, and the organizational performance (Santos-vijande, Río-Lanza, Suárez-álvarez, & Díaz-martín, 2013). While brand modeling provided a profound knowledge and concentrated understanding for the brand key dimensions and significant associations, the significance of the brand depends mainly on the customer perspective for the brand (Grace & O'Cass, 2002; Zablah, Brown, & Donthu, 2010). Therefore, for creating strong brand equity, organizations have to understand customers' needs and requirements (Kimpakorn & Tocquer, 2010). As a result, satisfied customers will recommend the brand for other probable users, creating more profit, and support brand name (Sadeghi & Rad, 2012). Firms and customers have different perspectives for brand value. According to the customers, the brand companies' experience, image, and promise.

Therefore, by having a fixed definition for the brand, the customer will be more comfortable to allocate the responsibility of receiving the brand value to a specific firm. Besides, customers continue the experience with the brand will support them to recognize the distinct value of the brand and repurchase the same brand several times (Jung & Sung, 2008). Moreover, by creating a brand preference, customers will have sufficient brand knowledge, which allows them to shorten the length decision thinking process and to have an economic advantage by picking the correct product straightly and effortlessly (Keller, 2013). Also, Simoes & Dibb (2001) argued that customers might choose a specific brand because it associated in their minds with their self-image and values. Customers trust level will increase as long as they receive a consistent brand value (Kayaman & Arasli, 2007; Keller, 2013; Lee & Back, 2010). Therefore, a unique brand logo is critical for providing significant brand information to customers (Keller, 1993; Lee & Back, 2010; Rossiter, Percy, & Donovan, 1991)

On the other hands, firms need a competitive advantage in the market and to make a wise investment. Therefore, firms continually enhancing their brand equity by registering their brand as a trademark. As a result, firms protect their property and have legal authorization for the brand. Also, brands support organizations to create unique associations with customers. In this way, customers will prefer the brands, and choose it over the other similar products or services. (Heinberg, Ozkaya, & Taube, 2018; Yang, Wan, & Wu, 2015). Customer satisfaction is a key for the substantial growth in the market and for enhancing the firm performance (Nam, Ekinici, & Whyatt, 2011; O'Neill, Mattilla, & Xiao, 2006). A satisfied customer is more likely to recommend the brand for other people (Sadeghi & Rad, 2012). Therefore, firms that work toward creating brand equity realize the importance of the brand-customer experience for their long term plans (Wilkins & Huisman, 2014).

Furthermore, Urde et al. (2013) suggested that for the organization to create brand identity, it is essential to support their employee's knowledge through the brand orientation process. This process converts the organization values into work standards that guide employees in their work. Also, it enhances employees understanding for brand values by creating an inside-out perspective for the brand identity that allows them to live

the brand (Urde, 2003). As a result, firms will be allowed to position the brand for the target group of customers and employees by effectively managing time and effort (Raman, 2006)

2.2 Brand Equity

The branding concept is entirely about providing brand equity for products and services. Brands are valuable assets to firms because they increase market share, develop customer commitment and loyalty, and enhance profit. Brand equity describes a positive and robust relationship between customers and the brand (Yoo, Donthu, & Lee, 2000). Thus, managers need to measure the significant equity that had been built by the brand (Pappu & Quester, 2006).

The brand equity (BE) is a famous and essential marketing concept that expanded in the 1980s. Within this topic, no shared view has emerged as for how to quantify brand equity. Therefore, many methods and approaches have been suggested to measure it. Brand equity is a key for supporting the role of the brand in the competitive market, and for understanding the managerial and financial impact of the brand to the firm (Keller, 1993). In the study of Tong & Hawley (2009) they stated that analyzing the customer perspective is essential for building brand equity. Besides, Yoo & Donthu (2001) suggested that by understanding brand perceived quality, customers brand associations, brand loyalty, and brand awareness, in this way customer-based brand equity could be measured. Nevertheless, firms must investigate the most significant element for customer purchase decision to enhance the brand value (Crescitelli & Figueiredo, 2009; Jung & Sung, 2008).

Nowadays, organizations invest heavily in their brands. In doing so, organizations have to keep their promise to customers. Hence, it is the employee's responsibility to deliver the brand promise in the required manner. Employees have to understand the organization's brand and the way it is affected by their behaviors (King & Grace, 2009; Lin, 2015). Moreover, Baumgarth & Schmidt (2010) described the brand equity as the added value of employees behavior as a result of branding. Therefore, employees supporting behaviors that align with brand values are vital in delivering the brand promise

and creating brand equity. Additionally, Burmann & König (2011) stated that brand equity had a significant effect on brand performance in the market. While brand equity helps in selecting the marketing strategies and measuring the brand financial value, internal brand equity designates the management obligation for internal branding activities in the firm (Mahnert & Torres, 2007; Vatankhah & Darvishi, 2018). Nonetheless, many present firms do not realize their brand equity level in the market (Pappu & Quester, 2006).

2.3 Role of Branding in Services

Services brands are a collection of values delivered to employees and customers. Service brand values communicated to employees through human resources various activities, internal and external communication activities, and leadership behaviors. As well, customers realize the brand values through their experience with the brand. This experience created through their interaction with employees and stakeholders, in addition to any physical features that might be offered by the service (Judson, Aurand, Gorchels, & Gordon, 2009; Miles & Mangold, 2005; Terlav et al., 2016).

In the study of Grace & O’Cass (2002) they compared the branding features of the product and service. They stated that some of the brand dimensions are common between both of them. However, others are particular for service or goods. While tangible goods provide a standardized value, the threat of inconsistent value of service delivery is increase service brands. Also, the word-of-mouth found to be more critical in evaluating service brands. Thus, King & Grace (2005) suggested that firms need to understand the evaluation standards for the service brands that support their loyalty and purchasing decision.

Branding activities for goods and services have similar goals of creating a long-term relationship with customers and enhancing brand equity in the market. Though, the non-tangible nature of the service increases the risk of non-consistent delivery of the brand promise. Customers experience the service brand through different interaction points with employees. Therefore, customers perspective of the brand created through their relationship with employees, shaped mainly by employees’ behaviors while providing the brand value (Kimpakorn & Tocquer, 2010). Precisely, creating a brand for

the service is essential for distinguishing the value from other service providers and for overcoming any barriers related to the nature of the service.

Therefore, a firm's credibility is crucial regarding the risk of the variability in delivering the promise comparing to tangible goods, and the challenge is to standardize service providing practices. Therefore, in the service industry, the critical challenge is about creating fixed experience for the customer. Nevertheless, firms override this challenge building a strong service brand that allows customers to visualize the non-tangible side of the service brand (Kayaman & Arasli, 2007). Besides, Portal, Abratt, & Bendixen (2018) stated that by humanize the service brand features, this would enhance customers loyalty and preferability to the brand.

In service industries, the interaction and communication between customers and employees is a vital component of success or failure for customers' experience with the brand (Kotler & Keller, 2009). The importance of this experience depends on the employee ability to enhance the brand value for the customer. While delivering a service brand promise could be a challenge for the firm, it is also an opportunity to create a competitive advantage (Punjaisri & Wilson, 2007). Employees have a leading role in creating the distinguished service value by allowing customers to live an appreciated brand experience (King & Grace, 2012; Piehler et al., 2016)

According to Bougoure, Russell-Bennett, Fazal-E-Hasan, & Mortimer (2016), service brands should handle customers complains seriously to keep customer trust and to save the firm's credibility from any probable damage might create by service failure. Also, Seyed Ghorban & Tahernejad (2012) found that even offering an apology to customers is an excellent strategy for recovering any discontent. On the other hand, many studies linked customer coping strategies with the brand reputation (Folkman, Lazarus, Gruen, & DeLongis, 1986; Sarkar Sengupta, Balaji, & Krishnan, 2015; Skoufias, 2003). In service failure, some customers choose to face the problem by trying to fix it. Others, find it a learning opportunity for the future and keeping a positive perspective for the brand (J. W. Johnson & Rapp, 2010). Also, some customers select to reveal their feelings to other people (Gelbrich, 2010). The study of Sarkar Sengupta et al. (2015) found that

regardless of service failure, customers have a positive attitude toward high reputed brands comparing the other brands.

2.4 The Role of Employees in Services Brands

Employees considered as a critical building block of service quality and service brand. They represent the firm and the brand for the other stakeholders. Therefore, the alignment between employees' behaviors and brand values is a crucial factor for a successful brand (Burmamann & Zeplin, 2005; Punjaisri, Evanschitzky, & Wilson, 2009; Terglav et al., 2016). Several studies suggested that employees consistent behaviors in delivering the service brand promise promote a shared vision of brand values, enhance a strong brand image, and support employees performance (Matanda & Ndubisi, 2013; Shaari et al., 2012).

However, there is a misunderstanding for the branding responsibility as a function of only the marketing department. All the employees in the organization are responsible for developing brand supportive behavior (Foster, Punjaisri, & Cheng, 2010). Employees play a significant role in supporting the brand image. Thus, it is critical to enhance employee brand-building behaviors that will contribute positively to costumers' perception of service quality (Miles & Mangold, 2005). However, the main question is how to harmonize individual behaviors with brand values (Morhart et al., 2009).

Employees are not machines, yet they need to have a consistent performance while delivering the brand promise (Rafiq & Ahmed, 2000). Consistency is a major component of effective brand management. Therefore, employees' behaviors must be congruent with brand values. According to Alshuaibia & Shamsudinb (2016), customer perspective for the brand depends on their experience with employees. Therefore, employees have to live the brand values in order to deliver the brand promise through their brand supportive behaviors (Preez et al., 2017).

For the airline industry, Low & Lee (2014) found that employees are a primary resource of an airline company competitiveness in the market. Airline employees' role is significant for long term company's development and success. Moreover, despite the

employee's different positions in the airline company, they have a crucial effect in building the service brand through their supportive behaviors (Yeh, 2014).

For the hospitality industry, Punjaisri & Wilson (2007) stated that employees should match their behaviors with brand values. While hotel guests have to live a consistent experience with the brand, they interact with different personnel of the staff. Therefore, all employees are responsible for representing the brand according to the required standards.

According to King & Grace (2010), firms support the employee's development of brand knowledge through adopting effective internal brand management practices. Internal branding activities are developing employees supporting behaviors, enhancing their understanding of brand values, and empowering their communication skills to deliver the brand promise. Internal branding activities start with aligning the brand values with the recruiting process as the earliest formal education for employees about the brand. It is vital for the organization to select candidates who have personal values that match the brand values. In the study of Burmann & Zeplin (2005), they stated it is essential to consider the person-brand fit in the process of hiring new personnel. Therefore, in order to support employees in living the brand, firms have to generate a systematic process for distinguishing the applicant values that match the brand values (Al-Shuaibi, Shamsudin, & Abd Aziz, 2016; Burmann & Zeplin, 2005; Chiang, Chang, & Han, 2012).

In services industries, human resource department have to develop internal branding programs continuously for employees (Al-Shuaibi et al., 2016). The human resource branding activities which communicated to employees through various strategies, policies, and practices, have a significant role in internalizing the brand values, delivering the brand message, and building a brand-oriented culture (Theurer, Tumasjan, Welp, & Lievens, 2018). These activities have to be derived from brand values (Bowen, 2016). Moreover, selecting the internal branding communication channel, and composition the message language, are significant for enhancing brand supporting behaviors (Semnani & Fard, 2014). It is essential to send consistent brand messages clearly and effectively (Kashive & Tandon Khanna, 2017). Besides, coaching employees

and delivering high-quality training programs will allow them to adopt the brand values (Lee & Back, 2008).

Besides, Internal communication channels and the feedback system are two main initiatives for enhancing brand supporting behaviors between employees. Internal communication channels might include emails, events, meetings, and newsletters. Also, the feedback system that provides constructive feedback, allows employees to express their opinion, living the brand values, and deliver an adequate promise to customers (Chiang et al., 2012; Javid, Soleimani, Monfared, & Aghamoosa, 2016). Therefore, supporting a brand-oriented culture within the organization will allow employees to increase their commitment and turning into a brand champion (Erkmen & Hancer, 2015b).

Moreover, due to the rapid change in technology, employees in the service encounter have different new roles. The employees might be an enabler that facilitates the relationship between customer and technology, avoid disturbance factors, and decrease possible customer anger (Bowen, 2016). This role is not exclusive for front-line employees especially when technology becomes a substitute for the human working power (Larivière et al., 2017). Also, it might be an innovator that investigate any potential improvement areas for the brand (Ye et al., 2012). Likewise, the employee might work as a coordinator to facilitate the work between different network partners (Ostrom, Parasuraman, Bowen, Patrício, & Voss, 2015). The last role for an employee is a differentiator that analyze the unique market offers and support brand citizenship behaviors (Bolton, Gustafsson, McColl-Keenrudy, Sirianni, & Tse, 2014). By gaining competency in these new roles, employees will affect significantly on brand equity and the firm's performance (Larivière et al., 2017).

2.5 Brand Management

This study investigated the brand management process from an internal perspective. However, brand management includes various strategies and approaches (Grundey, 2009). This section includes an overview of brand management evolution stages since 1985 and straight on. This outline contains seven brand management

approaches and depends on the study of Heding, Knudtzen, & Bjerre (2009). These approaches covered three continuous periods. Also, any new approach did not end the previous other; they are complementary philosophies not substitute for each other

The first approach in brand management is the economic approach. This approach considers a company as the full owner of the brand. It can control and manipulate the customer's behaviors toward the brand by the marketing mix. Therefore, the customer in the economic approach is a receiver of the brand message. However, the customer has full information and able to evaluate the brand and maximize the utility depend on the budget and the self-interest.

The second brand management approach is the identity approach that integrated the marketing strategies to all the organizational level, by linking the brand to organization culture and internal structure. The focus is on corporate branding level as all employees will create the brand value. Also, the brand-customer relationship includes all the stakeholders as an exchanger of the brand value. Besides, the corporate image and reputation include the perspective of employees, customers, and other stakeholders.

The third approach is the customer-based approach, and it introduced by Keller (1993). It focuses on value creation as an outside-in approach by defining a customer as the owner of the brand. The customer-based approach supposed that cognitive psychology is the tool for locating the brand information in the customer's mind. The marketer in this approach is an expert in communication skills, deliver the required information to the employees, and program their actions. While it seems that customers own the brand and making their choice, marketers are the brand dominant.

The personality approach is the fourth brand management approach. It represents the brand as similar to personal appeal. Customers in this approach selecting the brand depending on their characteristics and their particular psychological traits. Therefore, the brand is a tool for customers to express their feelings and values. Also, the harmony between customer personality and brand values determines the strength of a particular brand comparing to the other brands.

The fifth approach is the relational approach, which derived from the brand relationship theory. It considers that customer experience a relationship with a brand in a similar way experiencing a relationship with a human. The brand-customer relationship depends on loyalty and long-term benefit exchange. Therefore, the relational approach states that the brand-customer relationship adds psychological and personal value to the customer.

The brand community approach is the sixth approach to brand management. It states that a customer shares their experience about the brand as a community. Therefore, the community affects brand values and enhance customer-brand loyalty by sharing customers stories and connections. Thus, this approach adds a social brand perspective, and enhance the concept of culture and customer preferences.

Lastly is the cultural approach that analyzes the branding role from the macro-level status of culture. In the culture brand approach, the culture and customers social exchanges in addition to the marketer control the value of the brand. Therefore, the firm needs to have sufficient cultural knowledge in order to provide customers with strong iconic brands.

Moreover, as the world moved toward globalization, a shift in marketing happened to change the focus from product to corporate branding (Tong & Hawley, 2009). The corporate branding emphasizes the customer-based image of the organization and includes all stakeholders perspective in articulation the brand identity (Harris & de Chernatony, 2001). Corporate brand initiatives corporation to think about the employees' behaviors with stakeholder because corporate branding represents a strategic vision, and requires organizational cooperation of brand supporting activities involve all employees' efforts. (Hatch & Schultz, 2003; So, Parsons, & Yap, 2013).

2.6 Internal Brand Management

Internal Brand Management originally is a branch of internal marketing. It suggests that employees are the internal customers of the organization, and increasing their satisfaction will develop, reinforce, and sustain the brand (Burmann & Zeplin, 2005). Internal marketing focuses on employee role as a brand marketer for the other stakeholder

inside and outside the organization. It focuses on using a marketing-like approach to develop their skills, abilities, and support them in delivering the service (Cooper & Croni, 2000). Generally, internal marketing enhances the role of implementing internal branding strategies for employees to support their knowledge, and to meet the external market expectation (Ravens, 2014). Internal branding includes all the activities that enhance employee's knowledge of the brand identity and brand values. As a result, the employees will align their values with the brand values, initiate brand supporting behaviors, and deliver the brand promise (Burmman, Jost-Benz, & Riley, 2009).

Though, the main difference between internal branding and internal marketing is that internal branding focuses on all the employees in the organizational; it is not exclusive to employees who are directly working in contact with the customer (Burmman & Zeplin, 2005; Punjaisri, Wilson, & Evanschitzky, 2008; Ravens, 2014). Also, not all the employees are familiar with their role. Therefore, internal branding activities fill the gap in employees' knowledge, align employees' actions with customer expectations (Cox, Gyrd-Jones, & Gardiner, 2014). As a result, internal brand management practices shape the relationship between employees, organization, and customers (King & Grace, 2009).

Several past studies discussed the concept of "employee branding" that describes the employees' role in creating a link between their behaviors and brand values (Semnani & Fard, 2014). Employee branding focuses on implementing the same external branding strategies internally with employees, offering them brand information, and supporting them to live and deliver the brand promise (Miles & Mangold, 2004).

In service industries, in order for employees to deliver the brand promise accurately, it is essential to enhance their knowledge about the organization's mission, vision, goals, and strategies. Generally, Costumers experiencing the brand by interacting with employees, and influenced by their behaviors. Nevertheless, basic training programs are not sufficient to enhance employees' performance. (Burmman & Zeplin, 2005; King & Grace, 2009; Punjaisri & Wilson, 2007; Yang et al., 2015). Therefore, internal brand management works on transforming the brand promise from employees to stakeholders successfully. Effective internal brand management links employee brand values to brand values. While employees internalize the brand values in their behaviors, they will deliver

the brand promise to stakeholders in each transactional point the service delivery (Hatch & Schultz, 2002). When employees appreciate their relationship with the organization, they will enhance their commitment and be willing to take an extra step in their role to achieve the organizational goals (Barroso Castro, Martín Armario, & Elena Sánchez del Río, 2005).

In the study of Punjaisri & Wilson (2007), they found that internal branding activities in the hospitality industry influence employees brand commitment and loyalty to the brand. Employees feel that their actions are vital to the brand, which will affect directly on their behaviors while delivering the brand promise. Also, brand knowledge and values transfer to customers through their interaction with employees. Therefore, the brand competitive competencies depend mainly on employees' supportive attitudes and constructive behaviors (King & Grace, 2012). The success of the service brand depends on aligning employees believes with brand values. Thus, it is essential to implementing different internal brand mechanisms that enhance employees brand supportive behaviors (Hardaker & Fill, 2005). While internal brand management is essential to delivering the brand promise, employees commitment is required to transform employees into brand advocates (Al-Shuaibi et al., 2016). According to Burmann et al. (2009), brand commitment and brand citizenship behaviors enhance internal brand management practices.

Furthermore, successful internal branding activities cannot force employees to change their behaviors. Employees need to be self-fulfilled with the brand values in order to associate themselves with the brand. Employees become brand ambassadors only when they genuinely believe in the brand's values and higher vision (Morhart & Herzog, 2010). While corporates expect from their employees to live the brand value inside and outside, employees expect from their employers treat them as a priority. As a result, satisfied employees will lead to satisfied customers. Therefore, while employees should represent the company accurately and provide a clear image for brand values, companies have to engage employees in implementing teamwork activities and enhancing their brand supportive behaviors (Asha & Jyothi, 2013).

According to Punjaisri & Wilson (2007), training programs are vital mechanisms of internal branding for empowering employees to realize the brand values, deliver the brand image, and increase their brand-supporting behaviors. Also, it is essential for employees to have formalized and structured training, nonetheless, it is important to allow employees to share with others their experiences. Companies have to recognize the linkage between working and learning for employees. Therefore, gaining new knowledge will help employees to improve their skills and enhance their branding supportive behaviors (Merrilees & Frazer, 2013).

Moreover, the integrative structure of internal communication channels is a significant mechanism of internal branding to link the brand values internally with employees' values (Machitger, 2004) Likewise, the human resource branding activities enhance employees understanding for service and quality procedures, improve their performance, and develop the brand reputation between employees. Thus, for employees to adopt the brand values and deliver the brand promise, management needs to realize the effect of internal communication and human resource roles on internal branding (Punjaisri & Wilson, 2007).

Moreover, employees' participation in decision making supports their connection with the brand. Internal branding mechanisms emphasize the role of the positive relationship between management and employees on creating a psychological attachment with the brand, and on enhancing their brand supportive behaviors. Therefore, allowing employees' participation in decision-making will effect on brand performance (Asha & Jyothi, 2013)

2.7 Internal Branding Mechanisms

Different frameworks for internal branding model proposed in the literature. The study of Punjaisri et al. (2008) suggested in their model that internal communication and training programs are the two principal mechanisms of internal branding. According to Cox et al. (2014), organizations have to adapt two-way communications and informal communication for offering knowledge for employees about the brand, and to improve their abilities on delivering the brand promise Also, coaching and educational courses

are part of training programs that will enhance employees' behaviors, and align their values with the brand values.

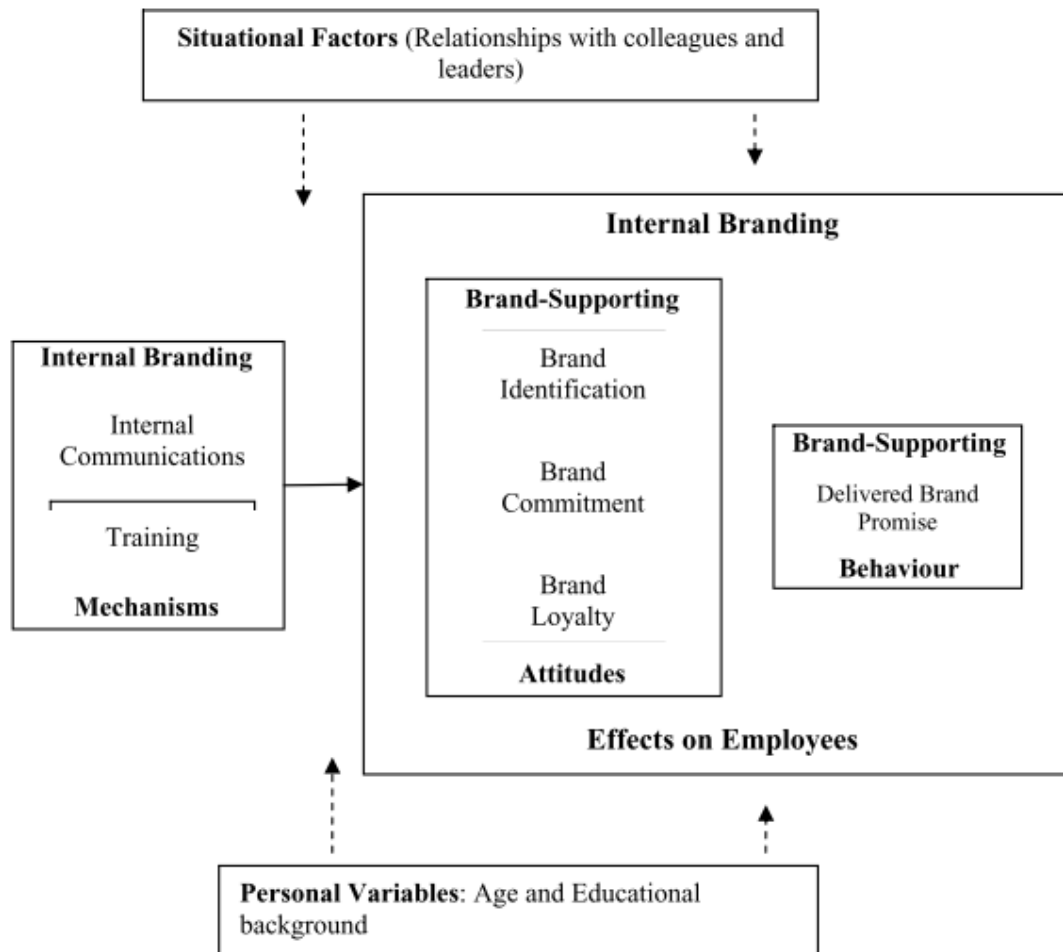


Figure 2. 1: Punjaisri, K., Wilson, A., & Evanschitzky, H. (2008) Proposed Framework of Internal Branding Process. From Exploring the Influences of Internal Branding on Employees' Brand Promise Delivery: Implications for Strengthening the Customer-Brand Relationships. *Journal of Relationship Marketing*, 7(4), 407–424.

In the model of Punjaisri et al. (2008) for internal branding process, they stated that internal communication activities and training would affect employees attitudes and behaviors. From the attitude side, these two mechanisms of internal branding will enhance employees' sense of pride and support their feelings of belonging and commitment to the organization. Besides, these mechanisms will enhance employees' knowledge and support skills. On the other hand, the behavioral effect of internal branding mechanisms includes enhancing their brand-supporting behaviors. According to Punjaisri et al. (2008),

when employees identified themselves with the brand and show commitment, they probably will deliver the brand promise.

However, Punjaisri et al. (2008) suggested some challenges included in the model. These challenges include situational factors; like employees' relationships with their colleagues and leaders. Situational factors found to affect employees' behaviors and efforts in delivering the brand promise. When employees feel comfortable with their colleagues and leaders, also when they have a positive and supportive relationship with their co-workers, this will enhance their commitment and affect their intention to stay in the organization. Also, challenges include employees' characteristics; like age and educational background. The study of Punjaisri et al. (2008) stated that employees age over 30 years old expressed their intention to stay while younger employees expressed their desire to develop their career even in the different brand hotel. Nevertheless, in their findings, Punjaisri et al. (2008) did not reveal a clear effect for personal variables on employees' behaviors.

The theoretical framework of this research depends on Burmann & Zeplin (2005) holistic model for internal brand management. The framework is provided below (Figure 2.2). In their holistic model for internal branding, Burmann & Zeplin (2005) identified three internal branding mechanisms; brand centered human resources activities, internal brand communication activities, and brand centered transformational leadership. These mechanisms of internal branding affect employee brand commitment and brand citizenship behaviors, develop a strong corporate brand, and support the alignment between employees' values and brand values.

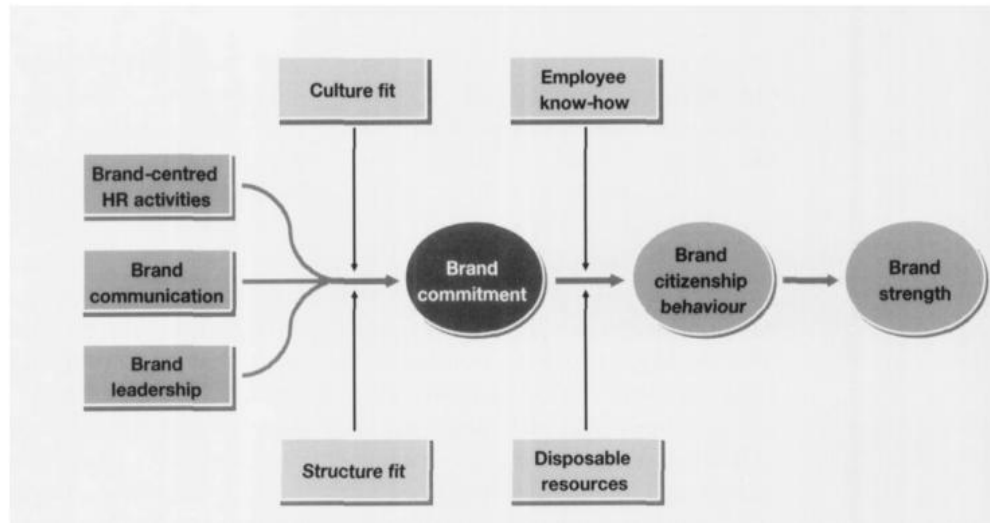


Figure 2. 2: Burmann, C., & Zeplin, S. (2005) Holistic Model for Internal Brand Management. From Building brand commitment: A behavioural approach to internal brand management. *Journal of Brand Management*, 12(4), 279–300. P. 286

The brand centered human resources activities ensure that the organization is hiring and promoting brand fit employees based on brand identity and brand values (Preez & Bendixen, 2015). Moreover, internal brand communication activities established among employees so they can share brand intelligence (Buil et al., 2016). As well, internal communication will lead to employee brand identification, loyalty, and commitment (Sharma & Kamalanabhan, 2012). Besides, brand-centered transformational leadership how leaders transform brand values through their verbal and non-verbal communication, and their social interactions to employees in each organizational level (Burmam & Zeplin, 2005).

Moreover, these three mechanisms of internal branding will lead to brand commitment only if corporate culture and structure are fit with brand identity (Burmam & Zeplin, 2005). It is essential to have a supportive corporate culture where employees and leaders work together to improve brand image and deliver brand promise (Saleem & Iglesias, 2016). Corporate culture is a helpful platform to enhance employee brand commitment to consistently adopt brand supporting behavior (Vallaster & de Chernatony, 2006).

2.7.1 The Role of Brand Centered Human Resource Activities in Internal Branding

Human resource practices have a significant role in developing, promoting, and enhancing the internal branding activities in the organization (Alshuaibia & Shamsudinb, 2016). Human resource practices include planning, recruiting, selecting, hiring, training, and developing employees to adopt the brand values (Al-Shuaibi et al., 2016; Alshuaibia & Shamsudinb, 2016; Aurand, Gorchels, & Bishop, 2005). Human resource management practices give a new perception into the way employees are connecting in each organizational level. Besides, these practices clarify the relationship between employees and stakeholders (Björkman et al., 2014).

Recently, the concept of employer branding had been raised in the literature of human resource management (Chhabra & Sharma, 2014; Edwards, 2009; Foster et al., 2010). This concept focuses on the importance of creating a unique featured culture to attract high-value employees to apply for the organization (Backhaus & Tikoo, 2004; Viktoria Rampl & Kenning, 2014). The study of Schlager, Bodderas, Maas, & Luc Cachelin (2011) stated that employer branding practices indirectly create a positive brand-customer experience through enhancing employees satisfaction and commitment

Many studies investigated the relationship between brand-centered human resource management, employees' person-brand fit, employees' brand commitment, and brand citizenship behavior (Al-Shuaibi et al., 2016; Aurand et al., 2005; Chiang et al., 2018). Researches argued that when employees participate effectively in brand-centered human resource management practices, this will enhance their commitment to the organization and enhance their brand supporting behaviors (Al-Shuaibi et al., 2016). The study of Maheshwari & Vohra (2015) stated that management is responsible for institutionalizing human resource practices in different organizational areas such as culture, leadership, communication, and training. As a result, these practices will affect employees supporting behaviors and encourage change in their values. When employees identify themselves with the brand, their psychological attachment to the brand will be increased (Ravens, 2014).

Human resource practices include the right employees for the job (Punjaisri & Wilson, 2007). During all the phases of hiring a new employee, it is essential for the human resource department to choose candidates with values that are fit with the organization (Deniz, Noyan, & Ertosun, 2015). Employees have more probability of commitment and delivering a consistent service when they believe in the organization values (de Chernatony & Segal- Horn, 2003). Managers should realize how difficult it is to change the employee's values. Therefore, the organization has to invest in developing employees selecting process to hire employees with values align with the organization, to increase desired outcomes and achieve a more person-organization fit (P. Chen, Sparrow, & Cooper, 2016).

Training programs have a significant effect on employee brand commitment and employee brand supporting behavior (Yang et al., 2015). Also, culture-building programs and training are sufficient to enhance employees technical skills and to reinforce the company's brand supporting culture (Kang, 2016; Punjaisri & Wilson, 2007). Firms have to focus on internal identity in order to improve the external image of the organization (de Chernatony & Segal- Horn, 2003). According to Kang (2016), employees consistent interactions with customers, support customers' perception of employees qualitative training programs. When customers believe that companies provide appropriate brand training for their employees, it is an indication of future customer purchase intention.

For the banking sector, Ocen, Francis, & Angundaru (2017) stated that there is a crucial role for training in building employee commitment and job satisfaction. Training is essential for developing employees' skills, increasing motivating, and creating psychological attachment between employees and management. The study of Roper & Davies (2010) argued that when employees believe in the quality of their training programs, this will enhance their positive perspective for the corporate brand, and increase their satisfaction with the organization.

In the study of García-Carbonell, Martín-Alcázar, & Sanchez-Gardey (2018) they argued that human resource decision makers have to ensure that all managers and employees are aware of the human resource management strategies and deeply understand their practices. Also, employees from all hierarchical levels need to receive clear and

consistent messages about the organization. These messages have to align with the organizational implemented practices (Bowen & Ostroff, 2004). In the study of King & Lee (2016), they stated that some industries like the hospitality industry have a high reliance on personnel to achieve the organizational goals. Therefore, it is essential to have adequate internal communication channels with employees. These communication channels support human resource practices and increase internal consistency of behaviors. Such consistency supports employees to achieve organizational goals and offers clear explanations for how to implement actions (García-Carbonell et al., 2018).

According to the previously described role of brand-centered human resource Activities in internal branding, the following hypotheses suggested:

H1: Brand-centered human resource activities (HR) positively affect employee brand commitment

2.7.2 The Role of Internal Communication in Internal Branding

In the study of Burmann, Zeplin, & Riley (2009) they argued that brand commitment resulting from three internal branding mechanisms: brand-centered human resource activities, internal brand communication activities, and brand centered transformational leadership. However, in the same study, internal brand communication activities found to influence brand commitment than the other two internal branding mechanisms. According to Preez et al. (2017), brand values reinforced among employees by enhancing their understanding of brand identity through internal communication activities. Thus, internal communication is crucial to provide employees with brand knowledge (Punjaisri & Wilson, 2011; Shaari et al., 2012). In order to develop a successful brand image, it is vital for the organization to build corporate design, corporate communication, and corporate behaviors, that are consistent with the brand (Vallaster & de Chernatony, 2006).

While designing active internal communication channels, it is essential to understand employees' desires and preferences (Ruck & Welch, 2012). The study of Welch & Jackson (2007) stated that it is crucial to find employees' favorite channel of communication that meet their needs. Various internal communication channels may be

applied to the organization. According to Men (2015), CEOs regularly use email and face-to-face channels to connect with their employees. However, managers have to apply some dominant communication tools and approaches that start from the top management level and delivering information downward to employees (Burmam & Zeplin, 2005). Besides, Vallaster & de Chernatony (2006) argued that training and workshops are two-way channels of communication that enhance employees understanding of the brand identity, and improves their brand supportive behaviors.

According to Miles & Mangold (2005), internal brand communication channels includes formal internal communication channels as messages from human resource management or public relations system, informal internal communication channels such as leaders and managers' behaviors, formal external communication channels such as public relations, and lastly, informal external communication channels such as feedback from customers.

Furthermore, internal communication channels are not the only tool for employees to acquire information internally about the organization; employees also can develop their organizational knowledge from external resources like advertising, customers, and other stockholders (Saleem & Iglesias, 2016). In a study of Henkel, Tomczak, Heitmann, & Herrmann (2007), they found that external communication activities not only affect the customers' perspective of a brand, but also affect employees' perspective about the organization, influence on their attitude, and impact on their performance. Therefore, it is essential to deliver external communication content firstly the employees to ensure their understanding of the message and to avoid any confusion related to the organization's external promise to stakeholders. As a result, organizations will enhance clarity and role congruence between the organization, employees, and customers (Thomson & Hecker, 2001). Furthermore, Burmam & Zeplin (2005) stated that the alignment between communication activities with brand values would affect positively on brand commitment.

Moreover, verbal and nonverbal communication expresses that used by managers in their different communication activities have a crucial role in translating the brand values into behaviors. While leaders have to send a consistent message to their employees

about the brand values showing them how to live the brand, they also support their words by demonstrating actions that build employees' trust with leaders, brand, and organization (Terglav et al., 2016). Therefore, it is respectable to keep employees informed about future campaigns, so they feel confident while delivering the brand promise (Chernatony et al., 2003). Besides, internal brand communication practices are not only a specialty of the marketing department; all employees should be the brand ambassadors (Morhart et al., 2009).

To conclude, it is essential to management to consider the best method to transfer brand knowledge to employees, and ensure the alignment employees behaviors with the brand values. Internal communication different activities develop linkages between the organization's system and procedures (King & Grace, 2005). Besides, internal brand communication activities affect employees brand knowledge, employees brand commitment, and supportive behaviors (Burmam & Zeplin, 2005). Therefore, the following is the second suggested hypothesis:

H2: Internal brand communication activities (IC) positively affect employee brand commitment

2.7.3 The Role of Leadership in Internal Branding

Leadership is related to employees' commitment, organizational performance, service quality, and brand-building behaviors. In order to lead employees effectively, leaders have to clarify organizational goals, vision, and mission (Tracey & Hinkin, 1996). Internal branding literature stated that that transformational leadership impact employees' behaviors, effect on organizational brand values, and support delivering the service to customers (Burmam & Zeplin, 2005; Morhart et al., 2009, 2011; Tracey & Hinkin, 1996)

Leadership refers to the interaction between leaders and followers, which shaped by organizational, cultural, and social contexts. Several studies referred to the impact of leadership on brand commitment and brand citizenship behavior (Burmam, Jost-Benz, et al., 2009; Morhart et al., 2009). Besides, Mitchell & Boyle (2009) stated that transformational leadership facilitates knowledge exchange between managers and employees. Transformational leadership enhance the alignment of brand values with

employees' values and develop employees' supporting behaviors. The study of Morhart et al. (2011) stated that transformational leadership is the ideal leadership style in influencing employees to change their behaviors and to increase their brand commitment. Besides, transformational leadership has a positive impact on organizational innovation and influences employee creativity (Matzler, Bauer, & Mooradian, 2015)

In the study of T.-J. Chen & Wu (2017) about the hospitality industry, they stated that transformational leadership behaviors influence leader-member exchange (LMX), impact on employees psychological attachment, enhancing organizational commitment, and developing employees' supporting behavior. Besides, Imran, Ilyas, Aslam, & Ubaid-Ur-Rahman (2016) argued that in developing countries, organizational learning in the banking sector affected positively by transformational leadership.

Several previous studies discussed the role of leadership in aligning employees' behaviors with brand identity. The leadership role includes delivering brand knowledge to employees and other stakeholders. Besides, leaders in the organization behave as a role model by adopting brand supporting behaviors (Vallaster & de Chernatony, 2006). According to Fletcher (1999), employees values changed depend on leaders behaviors. Also, Namasivayam, Guchait, & Lei (2014) stated that leadership is empowering behaviors to enhance employees psychological attachment with the organization, increase their job satisfaction, and support their organizational commitment.

Many researchers considered leadership as a vital source for support brand message and internal branding. According to Burmann & Zeplin (2005), in order to enhance employee commitment, brand-oriented leadership behaviors should be applied on each organizational level; including top management. Also, consistent brand oriented leadership behaviors especially in the top management will facilitate employees understanding for the brand identity, adopting brand values, and connecting effectively with the brand (Teroglav et al., 2016). Managers influence employees by their behaviors as they represent a symbolic self within their cultural context (Jo Hatch & Schultz, 1997).

Moreover, leadership branding activities include creating a corporate culture and a clear brand identity, to deliver a consistent brand message to employees (Balmer, 2008; Vallaster & de Chernatony, 2006). Transformational leadership behaviors have a vital

role in developing corporate vision and inspiring followers creativity (Çekmecelioğlu & Özbağ, 2016). Therefore, leaders transactions with employees, that expressed through their believes, stories, and attitudes, are essential to enhance internal communicate to create a strong corporate image (Hatch & Schultz, 2003). According to Buil, Martínez, & Matute (2018), transformational leadership behaviors predict employees job performance. Besides, previously identified a positive association between transformational leadership branding activities and employee brand commitment. Therefore, this study proposed the following hypotheses:

H3: Brand-centered transformational leadership (TL) positively affect employee brand commitment

2.8 Employee Brand Commitment

While several studies in the literature stated that organizational commitment is synonymous to brand commitment, other studies suggested that brand commitment derived from organizational commitment. Organizational commitment (OC) considered one of the most exciting concepts in organizational behavior. High commitment is related to turnover intention, absenteeism, employee satisfaction, task performance, and organizational citizenship behavior. Furthermore, C. A. O'Reilly & Chatman (1986) stated that when employees identify themselves with the brand, this will enhance their organizational citizenship behaviors and will increase their organizational commitment.

Several internal branding studies categorized brand commitment as an antecedent of brand citizenship behavior (Burmam, Zeplin, et al., 2009; Ravens, 2014). Moreover, in their model, Burmann et al. (2009) stated that employees brand commitment and brand citizenship behavior are critical elements for successful internal brand management procedures, and for enhancing the brand strength. Employees are the brand advocates; thus, commitment is vital to understand employees' relationship with the brand. Nevertheless, slight importance has been given to investigate in what way employees become committed to that brand and by what method employees enhance their relationship with the brand (Erkmen & Hancer, 2015a)

Likewise, it is better to identify commitment as a human behavior rather than an internal systematic process. According to (C. O'Reilly et al., 1991), employees involved in the organization explained by the strength of their attitudinal attachment to the organization. Employee-organization fit is related basically to value-based commitment. Generally, committed employees understand organizational values, demonstrate compliance, and exert supportive behaviors.

Several studies stated two different perspectives on brand commitment. The first perspective is the external customer-oriented perspective that considered commitment as a preference of a specific brand. In contrast, the second perspective derived internally from employees. The latest perspective did not receive a theoretically sound derivation until the study of Burmann & Zeplin (2005) that introduced the internal brand commitment as a vital component of the internal branding holistic model.

In the study of Allen, N.J., Meyer (1990) they stated that organizational commitment consists of three dimensions; affective commitment, continuance commitment, and normative commitment. The affective commitment describes the emotional attachment between employee and organization. Continues commitment derived from employee's perception of the economic and social costs occurred for leaving the organization. Lastly, a normative commitment refers to the feeling of obligation toward the organization.

Moreover, brand commitment defined as *“the extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand’s goals, that is, to exert brand citizenship behavior and hence generate a new quality of brand strength”* (Burmann, Zeplin, et al., 2009, p.266). According to Shaari et al. (2012), both of employees brand knowledge and brand rewards have a vital positive association with brand commitment and brand citizenship behavior. Moreover, internal branding practices influence employees brand commitment, brand compliance, brand engagement, and brand citizenship behaviors. Employee brand knowledge and involvement will build a psychologically and energetically active relationship with the organization and customers. On the other hand, employees' negative feelings toward the brand and their discontent to deliver a valuable experience to

customers will affect the brand image and affronted the brand's equity in the minds of stockholders (Yang et al., 2015). Particularly, in the service industry, employees need to have a solid knowledge of brand values in order to deliver a consistent brand promise. Also, employees feeling of trust in corporate and in the brand is essential to enhance their commitment to the brand (Erkmen & Hancer, 2015a). According to Lewicki, R.J., Bunker (1996), identification-based trust between employees and the brand, is established by commonly shared values and abundant emotional attachment. Trust will enhance employee brand commitment and support their psychological attachment with the brand. Consequently, the employees' constructive attitude toward the brand will grow customers' emotional bond with the brand and will increase their loyalty. As a result, to have a high degree of brand equity, service brand needs to enhance employees' brand commitment, and support employees brand knowledge and brand awareness (Kimpakorn & Tocquer, 2010).

Internal branding activities help the company to lead employees into internalizing the brand values in their attitudes and behaviors. A clear message about brand knowledge transferring within and out of the organization. This message must reflect the brand identity and communicate the expected behaviors of employees toward the service brand. For that reason, the brand message should be delivered consistently and regularly through many different channels, primarily through leaders and managers (Miles & Mangold, 2005). Thus, employees will understand the brand values and enhance their psychological attachment with the brand. As a result, employees' commitment and satisfaction will increase, and the company will achieve a consistent employee brand behavior (Terglav et al., 2016). As stated by Barroso Castro et al. (2005), employees have a desire to reciprocate when they are satisfied with their jobs. Therefore, employees' performance in work determined by the level of their organizational commitment (King & Grace, 2012).

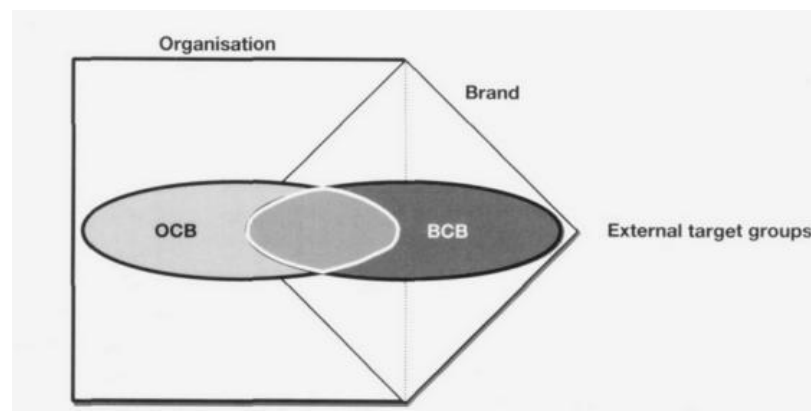
Generally, many studies related to internal branding activities discussed employees' commitment from the internal communications and human resource practices framework. In their study, Burmann & Zeplin (2005) presented the concept of internal branding mechanisms and the employee brand commitment concept as a key to explain employees' brand citizenship behaviors. Furthermore, Punjaisri & Wilson (2007) argued

that there is a mediating effect on employees' brand attitudes in the relationship between internal branding and employees' performance. Nevertheless, they stated that employees' brand attitudes influenced by training and internal communications separately, regardless of their coordination effect in other studies. Depending on literature and previous discussion, the following is the forth hypotheses:

H4: Employee Brand Commitment positively affect Brand Citizenship Behavior

2.9 Brand Citizenship Behavior

Brand citizenship behavior (BCB) derived initially been from organizational citizenship behavior (OCB). However, these two concepts are different. Organizational citizenship behavior is an intra-organizationally concept that emphasis employees job-related performance. It highlights employees' efforts within the organization, such as compliance with company's policies and rules. Contrariwise, brand citizenship behavior deliberates externally targeted behaviors that include the relationship between employees and other stakeholders. Thus, brand citizenship behavior illustrates employees' voluntary basis which enhances the brand identity by developing employees' generic behaviors (Burmam & Zeplin, 2005; Shaari et al., 2012)



OCB, Organizational Citizenship Behavior, BCB, Brand Citizenship Behavior

Figure 2. 3: Burmann, C., & Zeplin, S. (2005). Relationship between the constructs of organizational citizenship behavior and brand citizenship behavior. From Building brand commitment: A behavioural approach to internal brand management. Journal of Brand Management, 12(4), 279–300. P. 283

Many previous studies suggested that employees with a high level of brand citizenship behavior are eager to give their maximum effort to achieve organizational objectives. Employees who are committed to the brand will demonstrate positive attitudes toward the brand, seeking to communicate effectively with stakeholders. They will show a high level of helping behaviors, align with brand values, and illustrate compliance with the brand identity. Employees with such behaviors are loyal to the brand, highly satisfied with their jobs, and very aware of their and behaviors with stakeholders (Burmam & König, 2011; Burmann & Zeplin, 2005; Punjaisri & Wilson, 2011). Conversely, employees who lack these characteristics may fail to deliver the brand promise to customers (Burmam & Zeplin, 2005; Punjaisri & Wilson, 2011; Shaari et al., 2012). Many studies showed that brand commitment has a positive influence on brand citizenship behavior and customer satisfaction (Asgarnezhad Nouri et al., 2016; Burmann & Zeplin, 2005; Piehler et al., 2016)

In the study of Morhart et al. (2009), they described the brand citizenship behavior as extra actions employees do beyond their given role which added value to the corporate brand. Moreover, brand citizenship behavior defined as *“an aggregate construct that describes some general employee behaviors that enhance brand identity. Hence, brand citizenship behavior describes the willingness of each employee to voluntarily exhibit certain generic (brand- and sector- independent) behavioral characteristics outside of the formally defined role expectation system, which strengthen the identity of the brand”* (Burmam et al., 2009, p. 266).

The study of S. Helm (2011) argued that employees pride has a substantial impact on extra-role behaviors of employees. Moreover, it is essential to understand what factors will increase employees' self-confidence and self-consistency in work, since employees are more likely to show voluntary brand-supportive behaviors when the brand values align with their actual self (S. V. Helm, Renk, & Mishra, 2015)

According to Burmann, Zeplin et al. (2009) Brand Citizenship Behavior can be operational in seven dimensions:

(1) Willingness to help; which indicates to employees' positive behaviors and displaying empathy to stakeholders.

- (2) Brand awareness and consideration; which describes employees' readiness to identify the brand rules and guidelines.
- (3) Brand enthusiasm; refers to employees' extra step beyond their basic tasks.
- (4) Sportsmanship; which describes employees' psychological status of feeling relaxed while performing their tasks.
- (5) Brand endorsement; refers to the employees' support behavior while performing extra tasks or being outside of their official work time.
- (6) Self-development; refers employees' voluntary behavior for seeking knowledge and developing their brand awareness required skills.
- (7) Advancement; represents employees additions to enhance brand identity through innovative ideas and behaviors (Asgarnezhad Nouri et al., 2016; Burmann, Zeplin, et al., 2009)

However, Burmann et al. (2009) diminished these seven dimensions into only three dimensions as follows:

- (1) Brand acceptance; which refers to the behavior of responding positively to stakeholders. Moreover, in other papers, this dimension called helping behaviors; which refers employees needs alignment with their work tasks by demonstrating friendship and empathy with stakeholders while performing their organizational tasks (Asgarnezhad Nouri et al., 2016; Burmann, Zeplin, et al., 2009)
- (2) Brand enthusiasm/proselytization refers to employees' propensity to do extra tasks related to the brand (Porricelli, 2013) Brand enthusiasm are additional activities performed outside the organization by employees, but they are not specifically for customers. These activities reflect belonging to brand and support its values by gaining new knowledge and skills and align with the change in markets (Asgarnezhad Nouri et al., 2016)
- (3) brand self-development which refers to employees willingness to improve brand's related skills and continuous learning (Asgarnezhad Nouri et al., 2016; Porricelli, 2013)

2.10 Internal Branding Mechanisms and Brand Citizenship Behavior

According to Javid et al. (2016), internal branding activities related positively to employees' job satisfaction and brand citizenship behavior. The firm needs to internalize the core brand values and enhance employees to adopt them through their actions (Yang et al., 2015). Internal branding mechanisms ensure that employees live the brand's values and improve organizational performance (Chernatony, Drury, & Segal-Horn, 2004). Internal branding activities improve employee brand knowledge, recognition, loyalty, commitment and employee brand behaviors (Yang et al., 2015).

Despite the difference in knowledge between employees, each employee needs to have sufficient knowledge about his/her role in work, in order to develop a long-term mutual relationship with stakeholders and to deliver their organization's brand promise (King & Grace, 2008). In order to support customers, employees have to understand the mission of their business beside the added value of their work to customers. From employees' perception, there is a link between employees being provided with the needed information to support the customer and the extent to which the firm appreciate the employee. Employees interpret such actions as respect, which will impact on the general organizational performance. According to Porricelli et al. (2014), the increase of effective internal branding activities will also increase brand citizenship behavior in all industries.

Moreover, it is vital to understand employees' point of view regarding their motivational drivers in bringing service brands to life, especially in the hospitality industry. Without employees' engagement in behaviors that align with brand values, the company will not be able to achieve the maximum results of internal branding. Previously, King et al. (2017) argued that employees' values that gained through social and intrinsic rewards have significant positive impacts on brand fit, while values achieved as a consequence of work like extrinsic rewards and leisure have no impact on employee brand fit. Therefore, while recruiting employees, it is essential to realize that an individual's work values might show the extent to which the candidate will adequately represent the brand. Based on previous arguments about the relationship between the Internal Branding Mechanisms and Brand Citizenship Behavior, this study proposed the following hypotheses:

H5: Brand-centered human resource activities (HR) positively affect Brand Citizenship Behavior (BCB)

H6: Internal brand communication activities (IC) positively affect Brand Citizenship Behavior (BCB)

H7: Brand-centered transformational leadership (TL) positively affect Brand Citizenship Behavior (BCB)

2.11 The Mediating Role of Employee Brand Commitment

Commitment creates the employees feeling of belonging to the organization, and influence their performance and enhance their willingness to recognize organizational success (King & Grace, 2009). In the study of King & Grace (2008) they illustrated that the linkage between providing employee by information and employee commitment is necessary to the successful execution of employees' job. In the Employee Brand Commitment Pyramid (EBCP) which showed below Figure (2.4); King & Grace (2008) suggested that creating employee brand commitment is a level by the level process. Firstly, the employee needs technical information which represents the minimum requirement for him/her to undertake the required task. By having access to the appropriate technical information, the employee moves to the second level which is committed to the job. Then, the employee will pass to the third level when he/she provided with the appropriate brand-related information. Moreover, the employee will move to the top of the pyramid by developing a substantial commitment to the brand.

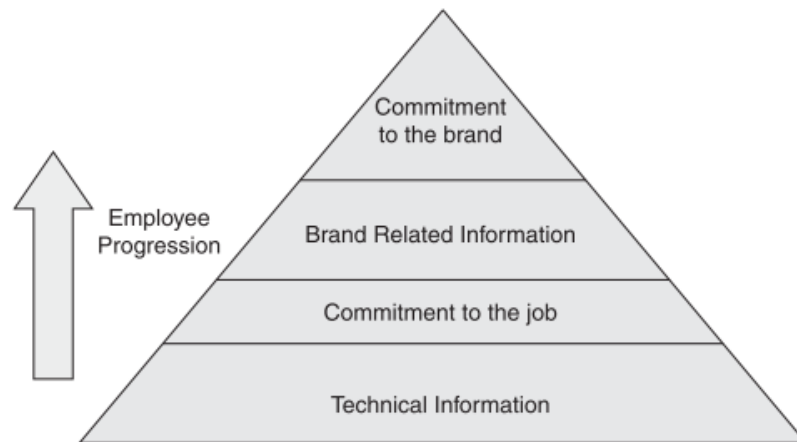


Figure 2. 4: King & Grace (2008). Employee Brand Commitment Pyramid (EBCP). From Internal branding: Exploring the employee’s perspective. Journal of Brand Management, 15(5), 358–372. P. 370

In the airline industry, Erkmen & Hancer (2015b) stated that brand commitment positively effects on the brand trust of employees. Moreover, as employees' brand trust increased, this also will lead to enhancing brand citizenship behaviors. Moreover, when employees accept their service brand in their minds, they will deliver the brand promise (Chernatony et al., 2003).

Brand commitment is an antecedent of brand-aligned employee behavior (King & Grace, 2010). Thus, employees who are emotionally attached to the brand will adopt brand values through their behavior. Without having a sufficient understanding of the brand values, employees will not be able to deliver the brand promise nor develop an emotional attachment to the brand (Piehler et al., 2016). Furthermore, Shaari et al. (2012) argued that brand knowledge and brand rewards relationship with the brand citizenship behaviors partially mediated by employee brand commitment.

Hence, to examine the relationship between brand commitment and brand citizenship behavior, this study proposed the following hypotheses:

H8: Employee Brand Commitment (EBC) mediates the effect of Brand-centered human resource activities (HR) on Brand Citizenship Behavior (BCB)

H9: Employee Brand Commitment (EBC) mediates the effect of Internal brand communication activities (IC) on Brand Citizenship Behavior (BCB)

H10: Employee Brand Commitment (EBC) mediates the effect of Brand-centered transformational leadership (TL) on Brand Citizenship Behavior (BCB)

2.12 Situational Factors & Personal variables

While studying the concept of internal branding, it is essential to understand some challenging factors that affect employees brand attitudes toward the brand. There are two main factors to mention, situational factors and personal variables. These factors could discourage employees' behaviors in delivering the brand promise and affecting on building a customer-brand relationship. While employees play a crucial role in developing a relationship between brand and customers, customer trust will decrease if employees cannot fulfill the brand promise (Punjaisri et al., 2008).

Based on the literature review, there is a moderating influence for situational factors in the work environment, on the relationship between internal branding mechanisms and brand citizenship behavior. Past studies highlighted the importance of the relationship between colleagues and their leaders as a driver for their behaviors and performance in delivering the brand promise. When employees feel comfortable with their colleagues, and supported by their coworkers, this feeling will boost their performance in delivering the brand promise. Also, employees feeling of brand ownership will increase their commitment and intention to stay. However, Porricelli et al. (2014) stated that there is a difference between managers and associates, and between full and part-time employees regarding their willingness to develop the brand and communicate effectively. Moreover, the relationship that employees have with their leaders found to impact the success of an internal branding process. Most employees who reveal positive perception toward the relationship with their leaders, also express their commitment to their firm and an intention to stay in their jobs (Punjaisri et al., 2008).

Personal variables also play a moderating role between internal branding process and employee commitment. Personal variables include employees' age, educational background, and length of service. In the study of Punjaisri & Wilson (2011), they found that employees whose age over 30 years old, expressed an intention to stay in the job more than those who were less than 30 years old. Moreover, most of the well-educated

employees admitted that they might leave their job for career opportunities in other places, despite the excellence of the work environment. Therefore, well-educated employees do not need to be powerfully influenced by internal branding because they considered themselves as an added value to the brand. On the other hand, less-educated employees might be exposed to more internal branding activities to support their behaviors in delivering the brand promise.

Moreover, Punjaisri et al. (2008) stated that the longer an employee stayed in an organization, the higher the influence of internal branding activities on their brand citizenship behavior. However, King, Murillo, & Lee (2017) argued that all employees regardless of their age or loyalty to the organization have to be fit with the brand values.

Following are the proposed hypothesis related to employees' situational factors and personal variables

H₁₁: There is a significant difference in employees' perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to gender.

H₁₂: There is a significant difference in employees' perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to age groups.

H₁₃: There is a significant difference in employees' perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to marital status

H₁₄: There is a significant difference in employees' perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to educational level.

H₁₅: There is a significant difference in employees' perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to years of experience in the bank.

H₁₆: There is a significant difference in employees' perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to their job level.

H₁₇: There is a significant difference in employees' perspective on internal branding, brand commitment, and brand citizenship behavior among Employees according to monthly income.

H₁₈: There is a significant difference in employees' perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to their contact with customers.

CHAPTER III: METHODOLOGY

This chapter displays the research methods used to investigate the relationship between internal branding mechanisms, brand commitment, and brand citizenship behavior. This chapter shows the test used to tests the examine the proposed hypotheses and the theoretical framework of the research. This chapter includes the research design, followed by sampling, data collection, measurement scales of variables, and data analysis methods respectively.

3.1 Research Design

This study aimed to understand the employees' perspective on the effect of internal branding mechanisms on employee brand commitment and brand citizenship behavior. Moreover, this study analyzed the mediating role of employee brand commitment between internal branding mechanisms and brand citizenship behavior. As the banking industry is one of the biggest service industries, it was selected to investigate the antecedents of brand citizenship behavior and the consequences of internal brand mechanisms and employee brand commitment.

This study targeted the banking industry in Palestine. According to The Palestine Monetary Authority (PMA), the Palestinian system as the end of June 2017, includes (6946) employees and (15) regulated banks. These banks include (4) local commercial banks, (3) local Islamic banks, and (8) foreign commercial banks. The researcher asked all the 15 banks to join the study. However, 10 out of 15 banks accepted to be part of this research. Therefore, this research conducts using a judgmental sample that includes ten (10) regulated banks in Palestine.

This study will explore the effect of internal branding mechanisms on brand citizenship behaviors in the banking industry from the employees' perspective. Thus, the unit of analysis in this study is the banks' employees. This study will target employees from different departments and various job levels except for the VPs employees.

Furthermore, some employees will have direct contacts with customers, while others will be from backline positions.

This study will employ a quantitative empirical causal research design to test the hypothesized relationships between variables. This study will use primary cross-sectional data to test the hypothesized relationships, to examine the theoretical model, and to enable the assessment of employees' perspective about internal brand mechanisms, brand commitment, and brand citizenship behaviors.

3.2 Sampling and Data Collection

According to The Palestine Monetary Authority (PMA), the Palestinian system as the end of June 2017, includes (6946) employees and (15) regulated banks. These banks include (4) local commercial banks as following: Bank of Palestine, Palestine Investment Bank, Al Quds Bank, The National Bank, in addition to (3) local Islamic banks; Arab Islamic Bank, Palestine Islamic Bank, Safa Bank, besides (8) foreign commercial banks which are: Cairo Amman Bank, Arab Bank, Jordan Kuwait Bank, Jordan Ahli Bank, Bank of Jordan, Egyptian Arab Land Bank, The Housing Bank for Trade & Finance, Jordan Commercial Bank. This research conducted using a judgmental sample that includes ten (10) regulated banks in Palestine. The total assets of the (10) banks equals to 74.4% of the total assets of the banks working in the Palestinian market. Besides, the total customer deposits of the (10) banks equals to 74.19% of the total customer deposits of the banks working in the Palestinian market. Also, the total number of employees of the (10) banks equals to 68.5% of the total number of employees of the banks in Palestine.

As the population of interest consists of employees working in the banking industry, a purposive sampling technique is necessary. The sample includes ten (10) banks from local commercial banks, local Islamic banks, and foreign commercial banks of the regulated banks in Palestine. The sample consists of employees from different areas of banks' operations; Retail Banking Department, Customer Lending Department, Loan Operations Department, Private Banking/Private Client Banking, Financial Control Department, Internal Audit Department, Compliance Department, and Human Resource Department and all the other departments. Moreover, the sample will include personnel

from different managerial levels except for senior managers and vice presidents. Besides, a judgmental sample of employees selected to analyze the proposed relationships in the research model. This sample selected with the help of the human resource department in the banks, based on their professional judgment and based on the distribution of the employees in the banks.

Employees expressed their perspective through a self-administered structured questionnaire. They invited to choose one option of a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). Data collected through three months period, from February 2018 to May 2018 using paper questionnaires. At the end of the data collection process, 627 surveys obtained from employees. Finally, 614 employee questionnaires were identified as usable, as some of the questionnaires discarded due to response bias and non-response issues.

3.3 Measurements

One self-administered structured questionnaires were used to survey employees. The questionnaire is in the English language. The questionnaire designed based on previous measurement scales adopted from previous studies in the literature. The questionnaire used a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to assess employee's perspective about the subject of the study, and it included the following six sections as explained in detail below:

3.3.1 Brand-Centered Human Resource Activities

Respondents asked to assess their perceptions concerning the brand-centered human resources activities using a measure that adopted from the study of Aurand et al. (2005). This scale aims to have a better understanding of the different human resource branding activities effects and role in the working environment. Moreover, this measure assesses the relationship between human resource activities integrated with brand knowledge and employees' tasks to assess their perception toward the brand. This measure includes questions regarding staffing, communication, and training, to evaluate employees' opinion on living the brand.

3.3.2 Internal Brand Communication Activities

The measure was adopted from Punjaisri & Wilson (2011) to evaluate the employees' perspective toward the internal brand communication activities inside the organization. Moreover, three main broad categories of internal brand communication tools identified; 1) Mass method; like newsletter 2) Written memo; like logbooks 3) Face to face communication; which includes two main categories; the daily briefing and group meetings.

Furthermore, by using the exploratory analysis to identify a measure for internal communications, many different reasons allowed the face to face communication to be the preferable method by most of the respondents. Face to face communication gives the employees the opportunity to express their opinions, ask instantly for answers to clarify any situation, and considered as the most transparent method (Punjaisri et al., 2008). Likewise, the internal brand communication scale consists of four questions to measure the effectiveness of internal communication for their brand-related behaviors.

3.3.3 Brand-Centered Transformational Leadership

The measure of brand-centered transformational leadership adopted by Morhart et al. (2011) and derived initially from the multifactor leadership questionnaire from 5X of Rowold (2005). The scale consists of five questions and measures five different dimensions of transformational leadership which are: 1) Intellectual Stimulation 2) Inspirational Motivation 3) Idealized Influence (Attributes) 4) Idealized Influence (Behaviors) 5) Individual Consideration. Besides, similar item parceling was used to model brand- specific transformational leadership as single-factor constructs (Coffman & Maccallum, 2005).

3.3.4 Employee Brand Commitment

This study measured employee brand commitment using the scale of Kimpakorn & Tocquer (2010) that was adopted previously by Cook & Wall (1980) and also used by several previous organizational commitment studies. Moreover, scholars have criticized

the unidimensional perspective, and view commitment as a multi-components. In the study Allen & Meyer (1990) they conceptualized a three-component model of organizational commitment, including affective, continuance and normative commitment. Nevertheless, most studies emphasize the role of the affective commitment, which describes the level of identification and involvement employees experience with an organization and effects their behaviors and their willingness to deliver extra effort, to achieve the organization's goals (Kimpakorn & Tocquer, 2010).

3.3.5 Brand Citizenship Behavior

This study used a measure adopted by Burmann, Jost-Benz, & Riley, (2009). In this scale, brand citizenship behavior defined as a seven-dimensional concept, and consists from the following dimensions: willingness to help, brand awareness, brand enthusiasm, willingness to accept sacrifices, 'missionary' approach to marketing the brand as well as striving for further self- and brand development. However, the results of the confirmatory factor analysis reduced the number of factors from seven to three as the following: 1) Willingness to help "Brand Acceptance," 2) Brand enthusiasm "Brand Proselytization," 3) Propensity for further development "Brand Development." The modified three-dimensional model fulfills the vast majority of the local and global criteria.

3.3.6 Demographic characteristics

This study will investigate the difference between respondents from various personal variables including age, gender, marital status, income, years of service in their jobs, job level, and contact with customers. This study will explore the effect of the previous personal variables on employee brand commitment and brand citizenship behavior. In order to investigate these differences between employees, some demographic questions included in the questionnaire.

3.4 Data Analysis

Once data collected from respondents, they screened for missing values to determine how to deal with them. Then data checked for accuracy before implementing

the data analysis. The data analyzed through the Statistical Package for Social Sciences (SPSS), according to the following four phases:

3.4.1 Phase 1: Preliminary Data Analysis

The univariate analysis performed for all the variables in the study. In order to check for observed variable distribution, descriptive statistics that are means, standard deviations, skewness, and kurtosis values analyzed. Skewness and kurtosis values checked to test if they existed in the acceptable range of normality. Besides, this phase included a graphical normality test using a Q-Q plot for each dimension, and the overall variable. Furthermore, frequencies of demographic characteristic examined to investigate the demographic profile of respondents.

3.4.2 Phase 2: One-Way Analysis of Variance

For investigating the differences for demographic characteristics of respondents One-way Analysis of Variance (ANOVA) used in this study. Additionally, post-hoc multiple comparisons performed by using Tukey's HSD test to analyze which groups are responsible for the differences. One-way analysis of variance conducted to test whether there is a difference for variables of interest regarding demographic characteristics of employees including gender, age, marital status, income, work position, contact with customers, education level, and number of years for employment in the company

3.4.3 Phase 3: Two-step SEM process

Structural equation modeling (SEM) is a statistical methodology that uses a confirmatory approach to the analysis of a structural theory that involved in some phenomenon. Usually, this theory is a "causal" processes that conduct a series of structural equations to collect observations to demonstrate an explicit model (Byrne, 2010).

The data analyzed using the "*Analysis of Moment Structure*" AMOS 20 program. This study used the two-step SEM process. In the first step, the confirmatory factor analysis (CFA) used to assess the measurement model fit and construct validity (Hair, Black, Babin, & Anderson, 2014). The confirmatory factor analysis (CFA) illustrates the

measurement model, the link between factors, and their measured variables in the framework of SEM (Byrne, 2010). Moreover, to assess the overall model goodness of fit, the study used stand-alone fit indices including While Chi-Square (χ^2), RMSEA (Root mean square error of approximation), and SRMR (Standardized root mean square residual). Also, incremental fit indices used, including CFI (Comparative fit index) and TLI (Tucker-Lewis index). Table (3.1) shows the cut-off values for the fit indices that were used in this study as suggested by Hu & Bentler (1999).

Table 3. 1: *Fit Index and Cut-off Values Fit*

Fit Index	Cut-off Criteria
χ^2 (Chi-square goodness of fit)	$p > 0.05$
RMSEA (Root Mean Square Error of Approximation)	RMSEA < 0.06
SRMR (Standardized Root Mean Residual Incremental)	SRMR < 0.08
CFI (Comparative Fit Index)	CFI > 0.95
TLI (Tucker-Lewis Fit Index)	TLI > 0.95

Source: Hu & Bentler (1999)

Then, convergent validity examined followed by assessing reliability through measuring the internal consistency and evaluating the discriminant validity. The second step in this phase was to test the structural model and evaluating the significance of the relationships (Hair et al., 2014). After analyzing the structural model fit, the hypotheses tested and the path diagram used for estimation of the relationships.

3.4.4 Phase 4: Testing Mediation

For testing the mediating role of employee brand commitment, this study conducted the two strategies. The first one is the causal steps strategy. According to MacKinnon & Fairchild (2010), the indirect effect of a variable happened when a causal effect of an antecedent variable transferred to the dependent variable through a mediator. Nevertheless, Kline (2011) suggested that the indirect effect of a variable in the causal steps strategy is not statistically defined. Therefore, as an alternative, direct effects

between variables should be tested to examine the mediational model. As a result, the role of employee brand commitment as a mediator tested through assessing the direct effect of internal branding mechanisms on brand citizenship behavior, then comparing it to the total effect to find the mediator effect.

However, according to other studies, as the mediator effect is not predicted directly by using the causal steps strategy, it is necessary to use another strategy to perform a formal test for the mediator (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002; Preacher & Hayes, 2004). Therefore, the bootstrapping strategy had been used to assess the indirect effect of employee brand commitment (MacKinnon & Fairchild, 2010; Preacher & Hayes, 2004; Shrout & Bolger, 2002). In this strategy properties of estimators are anticipated depends on samples drawn from the original observations (Bollen & Stinet, 1990). Then, the hypothesis tested, and if 0 lies outside the upper and lower bounds of the confidence interval, then the null hypothesis of no indirect effect is rejected at the level of significance (Efron, 1987; Preacher & Hayes, 2008).

CHAPTER IV: FINDINGS

This chapter presents four sequential phases of the findings of this study. The first phase provides preliminary data analysis for the measurement scale items and includes a detailed explanation for the distributed, collected, and valid questionnaires. This phase also embraces a detailed analysis of employees' demographic characteristics.

Additionally, it includes a descriptive analysis of the study's seven dimensions which are Brand-Centered Human Resource Activities (HR), Internal Brand Communication Activities (IC), Brand-Centered Transformational Leadership (TL), Employee Brand Commitment (EBC), Brand Acceptance (BA), Brand Proselytization (BP), and Brand Development (BD). The descriptive analysis includes an examination for the Mean, standard deviation (Std.), skewness, kurtosis, and the confidence interval of the mean. Moreover, a test of normality using a Q-Q plot had been conducted in the first phase, using a graphical normality test for each dimension and each variable as a whole.

The second phase presents the demographic differences of the respondents using one-way analysis of variance (ANOVA), also, to posting post-hoc multiple comparisons by using Tukey's HSD test to analyze which groups were responsible for any of the differences. In the third phase, a Structural Equation Method (SEM) conducted. Through a Confirmatory Factor Analysis (CFA) a measurement model illustrated, then a structural model prepared to test the hypothesis. Finally, the last phase tests the mediating effect of the employee brand commitment using the causal steps strategy and the bootstrapping strategy.

4.1 Phase 1: Preliminary Data Analysis

After collecting the questionnaires from the banks, data checked for accuracy, missing data, and normal distribution of responses. Ten of the fifteen banks signed up for this study. From the total of (763) distributed questionnaires, (627) questionnaires were

received. However, only (614) questionnaires were considered valid and usable for further analysis, as a result of response bias, non-response bias, and missing data (see Table 4.1)

Table 4. 1: *Numbers of Questionnaires in Data Gathering Process*

Number of Banks	Distributed Questionnaire	Received Questionnaire	Valid Questionnaire
10 Banks	763	627	614

4.1.1 Analysis of Demographic Characteristics

Furthermore, additional analysis was processed to check the demographic characteristics of respondents including gender, age, marital status, educational level, years of experience in the bank, job level, and monthly income. Also, Table 4.2 shows the results of the demographic characteristics of respondents.

Table 4. 2: *Demographic Characteristics of Respondents*

Demographic Characteristic	Number	%
<u>Gender</u>		
Male	282	45.9
Female	332	54.1
Total	614	100
<u>Age</u>		
From 18-25 years	98	16.0
From 26-35 years	322	52.4
From 36-45 years	129	21.0
More than 45	65	10.6
Total	614	100
<u>Marital Status</u>		
Single	176	28.7
Married	429	69.9
Other	9	1.4
Total	614	100
<u>Educational Level</u>		
Pre-College	50	8.1
Bachelor Degree	593	80.3
Graduate Degree	71	11.6
Total	614	100

Years of Experience in the Bank

Less than one year	56	9.1
From 1-4 years	192	31.3
From 5-8 years	121	19.7
From 9-12 years	146	23.8
More than 12 years	99	16.1
Total	614	100

Job Level

Entry Level	275	44.8
Supervisor	194	31.6
Middle Management	152	23.6
Total	614	100

Monthly Income

Less or equal \$1000	300	48.8
\$1001-\$2000	196	31.9
\$2001-\$3000	78	12.7
\$3001- \$4000	29	4.7
More than \$4000	11	1.8

Total	614	100
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According to Figure 4.1, the total number of respondents consists of 45.9% (282) male, and 54.1% (332) females. Moreover, Figure 4.2 shows that 10.6% (65) of employees are more than 45 years old, 21% (129) of employees are between 36-45, and the majority of employees 52.4% (322) are between the age of 26-35. Also, 16% (98) of employees are between the age of 18-25.

Besides, Figure 4.3 shows that the majority of employees are married 69.9% (429), 28.7% (176) of employees are single, and 1.4% (9) of employees select the “other” category in marital status. For the educational level of respondents, the majority of employees hold bachelor degree 80.3% (593) respondents, 11.6% (71) employees hold a Graduate degree, while the rest of employees 8.1% (50) having Pre-College Degree (see Figure 4.4).

For the years of experience, 9.1% (56) of employees have less than one (1) year experience, while 31.3% (192) of employees have (1-4) years of experience. Moreover, 19.7% (121) of employees have between five (5) and eight (8) years of experience. Also,

23.8% (146) of employees have (9-12) years of experience, and 16.1% (99) of employees have more than twelve (12) years of experience (see Figure 4.5).

Furthermore, from (614) of respondents, the majority 44.8% (275) of respondents are entry-level employees. Moreover, 31.6% (194) of respondents are supervisors. The rest of respondents 23.6% (152) persons are middle management (see Figure 4.6). Also, according to Figure 4.7, regarding respondents' monthly income, almost half of respondent 48.8% (300) persons earn less than or equal to \$1000 monthly. Also, 31.9% (196) of respondents earn between \$1001 and \$2000 per month. Moreover, 12.7% (78) of employees earn between \$2001 and \$3000 per month. Also, 4.7% (29) of employees earn a monthly income between \$3001 and \$4000, and only 1.8% (11) of employees earn more than \$4000 as a monthly income.

Lastly, Table 4.3 below shows that regarding interaction with customers, almost half of respondents 49.3% (303) employee have interaction with customers in their work, while the other half 50.7% (311) respondents do not interact with customers in their work.

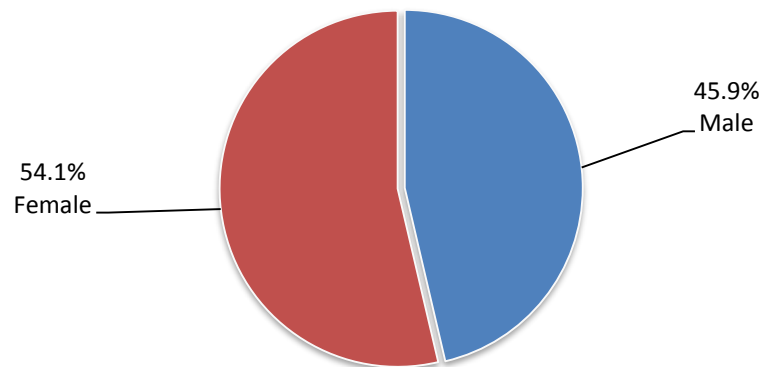


Figure 4. 1: Responses Results Distributed According to Gender Groups

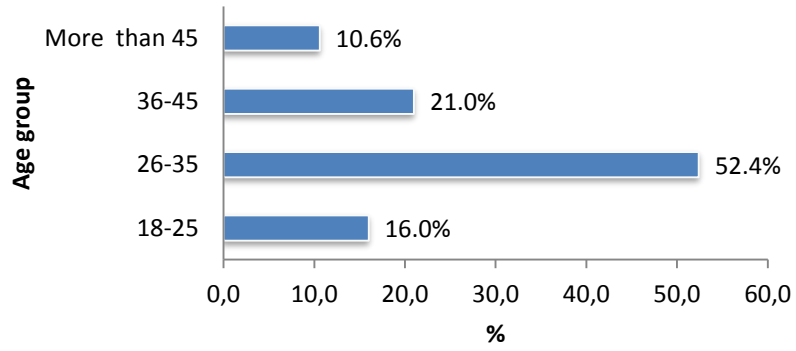


Figure 4. 2: Responses Results Distributed According to Age Groups

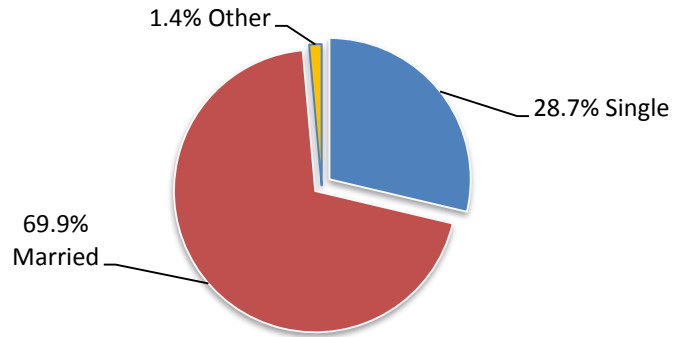


Figure 4. 3: Responses Results Distributed According to Marital Status Groups

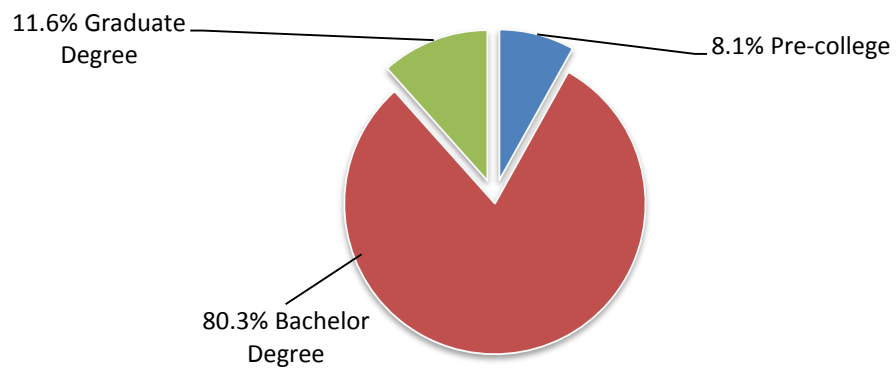


Figure 4. 4: Responses Results Distributed According to Educational Level Groups

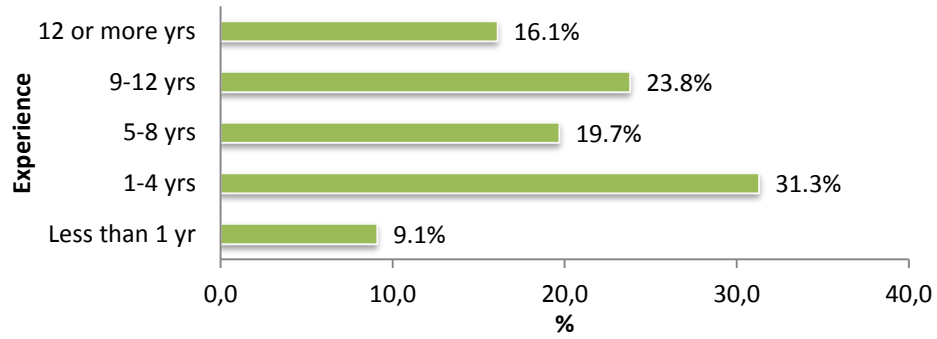


Figure 4. 5: Responses Results Distributed According to Years of Experience in the Bank Groups

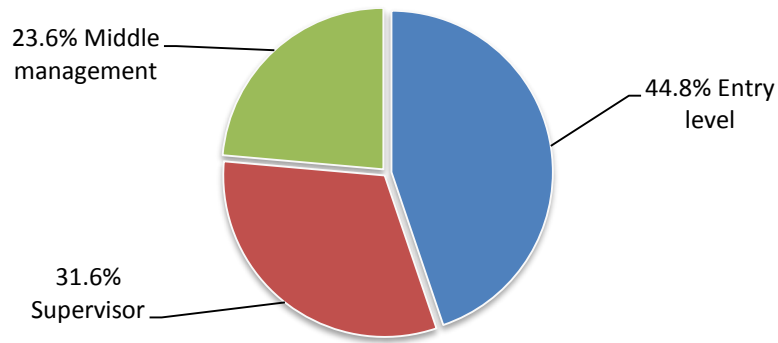


Figure 4. 6: Responses results distributed according to job level groups

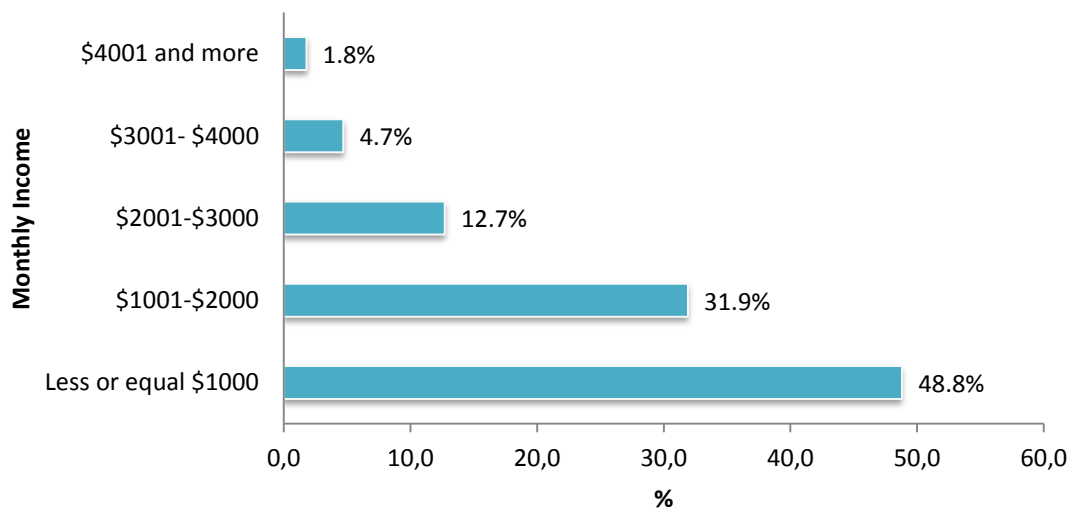


Figure 4. 7: Responses results distributed according to monthly income groups

Table 4. 3: *Responses Results Distributed According to Contact with Customers Groups*

Ans.	Number	%
Yes	303	49.3
No	311	50.7
Total	614	100

4.1.2 Descriptive Analysis of the Study's Dimensions

After providing a preliminary data analysis for the measurement scale items, the second step in this phase is delivering data description for the study's dimensions including the mean, standard deviation (or Std.), skewness, kurtosis, and confidence interval for the mean of data. In the current study, the collected data are presented using descriptive statistical tools as shown below in Table 4.4.

Table 4. 4: *Findings of the Descriptive Analysis of the Study's Dimensions*

Dimensions	N	Mean	Std.	Skewness	Kurtosis	CI 95% for mean	
						Lower bound	Upper bound
Human Resources	614	3.84	0.654	-0.954	2.007	3.791	3.895
Internal Communication	614	3.90	0.661	-0.993	1.393	3.853	3.958
Transformational Leadership	614	3.95	0.734	-0.967	1.656	3.893	4.010
Employee Brand Commitment	614	4.11	0.723	-0.828	1.775	4.058	4.173
Brand Acceptance	614	3.95	0.630	-0.818	1.558	3.900	4.000
Brand Proselytization	614	3.94	0.617	-0.844	1.105	3.893	3.991
Brand Development	614	3.73	0.638	-0.843	1.804	3.680	3.781

In the table above, the mean score obtained from the respondents for the dimension of 'Employee Brand Commitment' is (4.11) with Std. Equal to (0.723), which is the highest mean comparing to the other six dimensions. The lowest mean value found to be for 'Brand Development' as it is (3.73) with Std. Equal to (0.638). While the mid-score

of the 5-point Likert scale is three (3), it is essential to note that all the dimensions have a mean value higher than three (3) including the ‘Brand Development.’

Moreover, Table 4.4 includes the results of data skewness and kurtosis. Skewness measures the symmetry, or more precisely, it measures the lack of symmetry. Also, the kurtosis parameter describes the tail-heaviness of the distribution. A perfectly symmetrical data set has a skewness equal to 0. However, if the skewness is between -1 and 1, and the kurtosis is between -2 and +2 then the data locates in the acceptable range of normality. According to Table 4.4, for both skewness and kurtosis results, all the dimensions are located in the acceptable range of normality except for the “human resource” dimension, which is slightly upper the range of the kurtosis test because of a data outlier. However, with a (95%) confidence interval for estimating the population means, the outlier locates in the acceptable range of error occurrence area.

Table 4. 5: *Descriptive Statistics related to Brand-Centered Human Resource Activities (HR)*

Items of Human Resources	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
HR1	8 1.3%	30 4.9%	76 12.4%	406 66.1%	94 15.3%	3.89	.761
HR2	13 2.1%	25 4.1%	44 7.2%	386 62.9%	146 23.8%	4.02	.815
HR3	10 1.6%	36 5.9%	93 15.1%	376 61.2%	99 16.1%	3.84	.819
HR4	24 3.9%	47 7.7%	121 19.7%	336 54.7%	86 14.0%	3.67	.943
HR5	11 1.8%	41 6.7%	115 18.7%	348 56.7%	99 16.1%	3.79	.856

*HR: Human Resources

HR1: *“The brand values are reinforced through internal communications.”*

Table 4.5 shows that the majority of respondents about 66.1% (406 out of 614) and 15.3% (94 out of 614) respectively agreed and strongly agreed with (HR1). While

only 4.9% and 1.3% of the respondents disagreed and strongly disagreed respectively with that same statement. Besides, only 12.4% of respondents (76 out of 614) selected the 'neutral' option. This table also illustrates that the mean score and standard deviation of the responses towards this statement are 3.89 and 0.761 respectively. It is notable that the mean score of the responses is higher than 3.0 (the mid-score of the 5-point scale), which means that the majority of respondents agreed with it.

HR2: *“Training is provided to help employees to use the brand values.”*

Table 4.5 also shows that 62.9% and 23.8% of respondents agreed and strongly agreed respectively with the second statement (HR2). Whereas only 4.1% and 2.1% of respondents disagreed and strongly disagreed respectively. Also, only 7.2% (44 out of 614) of respondents selected the 'neutral' option. The mean score of the responses toward this statement is 4.02 with standard deviation is 0.815; it is important to note that this statement obtained the highest overall mean value between all the statements in the brand-centered human resource activities (HR) section. Therefore, the result indicates that training plays a significant role in helping employees to use brand values.

HR3: *“The skill set necessary to deliver the brand values is considered in staffing decisions.”*

In the third statement (HR3) the majority of respondents, about 61.2% agreed and %16.6 strongly agreed with the statement. While only 5.9% of respondents disagreed, 1.6% of respondents strongly disagreed with the statement, and 15.1% of respondents selected the 'neutral' option. The mean score of responses toward this statement is 3.84, and the standard deviation is 0.819. It is interesting to note that the mean score of the responses refers to the respondent support to the statement.

HR4: *“Annual performance reviews include metrics on delivering the brand values.”*

Regarding the fourth statement (HR4), 54.7% (336 out of 614) of respondents agreed, and 14.0% strongly agreed with the statement. Whereas only 7.7% and 3.9% of respondents disagreed and strongly disagreed respectively with it. In this sentence, 19.7% of respondents selected the 'neutral' option. Also, (Table 4.5) shows that the mean score

of responses toward this statement is 3.67 with a standard deviation of 0.943. However, this statement had the lowest mean value compared to the other statements.

HR5: *“Departmental plans include employees’ role in living the brand values.”*

In the fifth statement (HR5), around 56.7% (348 out of 614) of respondents agreed, and 16.1% strongly agreed with the statement. While only 6.7% and 1.8% of respondents disagreed and strongly disagreed respectively with the statement, and 18.7% of respondents selected the ‘neutral’ option. The mean score of the responses towards this statement is 3.79, and the standard deviation is 0.856.

Table 4. 6: *Descriptive Statistics Related to Internal Brand Communication Activities (IC)*

Items of Internal Communication	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed	Mean	Std. Deviation
IC1	9 1.5%	31 5.0%	80 13.0%	383 62.4%	111 18.1%	3.91	.798
IC2	9 1.5%	27 4.4%	60 9.8%	397 64.7%	121 19.7%	3.97	.776
IC3	2 0.3%	29 4.7%	98 16.0%	393 64.0%	92 15.0%	3.89	.718
IC4	4 0.7%	37 6.0%	102 16.6%	367 59.8%	104 16.9%	3.86	.786

*IC: Internal Communication

IC1 *“During group meetings, I am clearly informed of the brand mission.”*

For the first statement of Internal brand communication activities (IC), Table 4.6 shows that 62.4% and 18.1% of respondents agreed and strongly agreed respectively with (IC1). While only 5% and 1.5% of the respondents disagreed and strongly disagreed respectively with this statement, and 13% of respondents selected the ‘neutral’ option. This table also illustrates that the mean score and standard deviation of the responses to this statement are 3.91 and 0.798 respectively. It is clear that the mean score of the

responses is higher than 3.0, which indicates that the majority of respondents believe in the statement.

IC2: *“I clearly understand my role in relation to the brand mission, after attending the group meeting.”*

Table 4.6 also shows that the majority of respondents 64.7% (397 out of 614) and 19.7% (121 out of 614) respectively agreed and strongly agreed with (IC2). Whereas only 4.4% and 1.5% disagreed and strongly disagreed respectively with the same statement. Also, 9.8% (60 out of 614) respondents selected the ‘neutral’ option. The mean score of responses toward this statement is 3.97, and the standard deviation is 0.776. It is notable that this statement obtained the highest overall mean value comparing to the other statements on Internal brand communication activities (IC) section.

IC3: *“Briefings contain all essential information for me to provide services according to the brand expectations.”*

The third statement on internal communications (IC3) showed that the majority of respondents 64% and 15% agreed and strongly agreed respectively with the statement, while only 4.7% (29 out of 614) employees and 0.3% (2 out of 614) employees disagreed and strongly disagreed respectively with the statement. Besides, 16% of respondents selected the ‘neutral’ option. The mean score of the responses towards this statement is 3.89, and the standard deviation is 0.718. It is also thought-provoking to note that the mean score of the responses is more than 3, which means that the majority of respondents support the statement.

IC4: *“The brand mission and its promise are constantly reinforced during the briefings.”*

Regarding the last statement (IC4), 59.8% (367 out of 614) respondents agreed, and 16.9% strongly agreed with the statement, whereas only 6% and 0.7% of respondents disagreed and strongly disagreed respectively with the same statement. Also, 16.6% of respondents selected the ‘neutral’ option. Also, Table 4.6 shows that the mean score of the responses towards this statement is 3.86 while the standard deviation is 0.786. It is clear that the mean score of the responses is higher than 3.0, which indicates that most respondents support the statement.

Table 4. 7: *Descriptive Statistics Related to Brand-Centered Transformational Leadership (TL)*

Items of Transformational Leadership	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed	Mean	Std. Deviation
TL1	12 2.0%	30 4.9%	86 14.0%	354 57.7%	132 21.5%	3.92	.849
TL2	10 1.6%	27 4.4%	96 15.6%	357 58.1%	124 20.2%	3.91	.821
TL3	10 1.6%	15 2.4%	81 13.2%	346 56.4%	162 26.4%	4.03	.800
TL4	10 1.6%	27 4.4%	82 13.4%	353 57.5%	142 23.1%	3.96	.829
TL5	18 2.9%	24 3.9%	93 15.1%	322 52.4%	157 25.6%	3.94	.908

*TL: Transformational Leadership

TL1: *“My supervisor gets me look at my job in terms of a branding task.”*

Concerning the first statement of brand-centered transformational leadership, Table 4.7 shows that 57.7% and 21.5% of respondents agreed and strongly agreed respectively with it. While 14% of respondents selected the “neutral” option, only 4.9% and 2% of respondents disagreed and strongly disagreed respectively with the statement. This table also illustrates that the mean score and standard deviation of the responses to this statement are 3.92 and 0.849 respectively.

TL2: *“My supervisor articulates a compelling vision of our corporate brand.”*

Regarding the second statement (TL2), 58.1% (357 out of 614) of respondents agreed, and 20.2% strongly agreed with the statement, whereas only 4.4% and 1.6% of respondents disagreed and strongly disagreed respectively with the same statement. Also, 15.6% of respondents selected the ‘neutral ‘option. Also, Table 4.7 shows that the mean score of responses toward this statement is 3.91 while the standard deviation is 0.821.

With a mean score of responses that is higher than 3.0, the majority of respondents support this statement.

TL3: *“My supervisor displays a sense of power and confidence when talking about our corporate brand.”*

For the third statement, 56.4% and 26.4% of respondents agreed and strongly agreed respectively with it, whereas only 2.4% and 1.6% of respondents disagreed and strongly disagreed respectively with the same statement. Besides, 13.2% of respondents selected the “neutral” option. The mean score of responses toward this statement was the highest compared to the other statements, and it is 4.03 with a standard deviation of 0.800. As a result, this statement obtained the highest overall mean value in this dimension.

TL4: *“My supervisor specifies the importance of having a strong sense of our corporate brand.”*

The fourth statement (TL4), shows that the majority of respondents 57.5% and 23.1% agreed and strongly agreed respectively with the statement, while only 4.4% (27 out of 614) of respondents and 1.6% (10 out of 614) of respondents disagreed and strongly disagreed respectively with the statement. Besides, 13.4% (82 out of 614) of respondents selected the ‘neutral’ option. The mean score of the responses to this statement is 3.96, and the standard deviation is 0.829.

TL5: *“My supervisor helps me to develop my strengths with regard to becoming a good representative of our corporate brand.”*

Also, Table 4.7 shows that the majority of respondents 52.4% (322 out of 614) of respondents and 25.6% (157 out of 614) of respondents agreed and strongly agreed with the fifth statement (TL5) respectively. Whereas 3.9% and 2.9% of respondents disagreed and strongly disagreed respectively with the same statement. Also, 15.1% (93 out of 614) of respondents selected the ‘neutral’ option. The mean score of responses is 3.94, and the standard deviation is 0.908. According to the respondents’ answers to this statement, it is clear that the majority of respondents support the fifth statement.

Table 4. 8: *Descriptive Statistics Related to Employee Brand Commitment*

Items of Employee Brand Commitment	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed	Mean	Std. Deviation
EBC1	12 2.0%	17 2.8%	54 8.8%	312 50.8%	219 35.7%	4.15	.842
EBC2	7 1.1%	14 2.3%	44 7.2%	308 50.2%	241 39.3%	4.24	.775
EBC3	13 2.1%	23 3.7%	105 17.1%	249 40.6%	224 36.5%	4.06	.935
EBC4	12 2.0%	17 2.8%	79 12.5%	283 46.1%	223 36.3%	4.12	.875
EBC5	8 1.3%	9 1.5%	52 8.5%	309 50.3%	236 38.4%	4.23	.770
EBC6	24 3.9%	38 6.2%	93 15.1%	284 46.3%	175 28.5%	3.89	1.013

* EBC: Employee Brand Commitment

EBC1: *“I usually tell my friends that this is a great bank to work for.”*

In the First statement (EBC1), 50.8 % and 35.7% of respondents agreed and strongly agreed respectively with the statement, whereas only 2.8% and 2% disagreed and strongly disagreed respectively with the same statement. Besides, 8.8% of respondents selected the “neutral” option. The mean score of the responses to this statement is very high as it is 4.15 with a standard deviation of 0.842. The result indicates that most of the respondents agreed with the statement.

EBC2: *“I am proud to tell others that I am part of this bank.”*

For the second statement of this dimension (EBC2), the majority of respondents 50.2 % and 39.3% agreed and strongly agreed respectively with the statement. On the other hand, 2.3% and 1.1% only of respondents disagreed and strongly disagreed respectively with the same statement. As well, 7.2% (44 out of 614) of respondents

selected the “neutral” option. The mean score of responses to this statement is the highest for this dimension, as it is 4.24 with a standard deviation of 0.775. The result indicates that the majority of respondents have a favorable opinion about the statement.

EBC3: “For me this is the best of all possible bank brand to work for.”

In the third statement (EBC3), most of the respondents agreed and strongly agreed with the statement, as the results are 40.6% and 36.5% respectively. Also, 17.1% of respondents gave a neutral answer to this statement. On the other hand, 3.7% and 2.1% of respondents disagreed and strongly disagreed with the same statement. The mean is very high; as it is 4.06, and the standard deviation is 0.935. The result indicates that the majority of respondents have a positive attitude toward this statement.

EBC4: “I am extremely glad that I choose to work for this bank over other banks.”

The majority of respondents 46.1 % and 36.3% agreed and strongly agreed respectively with the fourth statement. However, 2.8% and 2% of the respondent disagreed and strongly disagreed with the statement. Also, (79 out of 614) respondents gave a neutral answer for the same statement. The mean of the responses is 4.12, and the standard deviation is 0.875. The high mean shows that most of the respondents support this statement.

EBC5: “I really care about this bank brand.”

In the fifth statement (EBC5), 50.3% and 38.4% of respondents agreed and strongly agreed respectively with the statement, whereas only 1.5% and 1.3% of respondents disagreed and strongly disagreed respectively with the same statement. Besides, 8.5% of respondents selected the “neutral” option. The mean score of responses to this statement is 4.23 with a standard deviation of 0.770. As a result, this statement obtained the high mean value in this dimension. The result indicates that most respondents have a positive perspective for this statement.

EBC6: “I would accept almost any type of job assignment in order to keep working for this bank.”

Regarding the last statement (EBC6), 46.3% (284 out of 614) respondents agreed, and 28.5% strongly agreed with the statement, whereas 6.2% and 3.9% of respondents disagreed and strongly disagreed respectively with the same statement. Also, 15.1% of respondents selected the ‘neutral’ option. Besides, Table 4.8 shows that the mean score of responses toward this statement is 3.89 while the standard deviation is 1.013. It is clear that the mean score of the responses is higher than 3.0, which means that the majority of respondents believe the statement.

Table 4. 9: *Descriptive Statistics Related to Brand Acceptance*

Items of Brand Acceptance	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed	Mean	Std. Deviation
BA1	4 0.75%	27 4.4%	92 15.0%	355 57.8%	136 22.1%	3.96	.778
BA2	3 0.5%	22 3.6%	83 13.5%	384 62.5%	122 19.9%	3.98	.722
BA3	3 0.5%	18 2.9%	69 11.2%	382 62.2%	142 23.1%	4.05	.710
BA4	11 1.85%	23 3.7%	116 18.9%	356 58.0%	108 17.6%	3.86	.810
BA5	2 0.3%	28 4.6%	105 17.1%	370 60.3%	109 17.8%	3.91	.743

*BA: Brand Acceptance

BA1: *“My coworkers have a positive attitude towards customers and other co-workers.”*

Most respondents in the first statement (BA1) agreed and strongly agreed as the results are 57.8% and 22.1% respectively. Also, 15% of respondents provided a neutral answer to this statement. On the other hand, only 4.4% and 0.75% of respondents disagreed and strongly disagreed with the same statement. The mean of responses is 3.96, and the standard deviation is 0.778. The result specifies that the majority of respondents support the statement.

BA2: *“My coworkers are always friendly towards customers and other co-workers.”*

Regarding the second statement (BA2), 62.5% (384 out of 614) respondents agreed, and 19.9% strongly agreed with the statement, whereas 3.6% and 0.5% of respondents disagreed and strongly disagreed respectively with the same statement. Also, 13.5% of respondents selected the ‘neutral’ option. Also, Table 4.9 shows that the mean score of responses toward this statement is 3.98, while the standard deviation is 0.722. The high mean score of the responses designates that the majority of respondents support the statement.

BA3: *“My coworkers are always helpful toward customers and other co-workers.”*

Also, Table 4.9 shows that the majority of respondents agreed and strongly agreed with the third statement (BA3); 62.2% (382 out of 614) respondents and 23.1% (142 out of 614) respondents respectively, whereas 2.9% and 0.5% disagreed and strongly disagreed respectively with the same statement. Also, 11.2% (69 out of 614) respondents selected the ‘neutral’ option. The mean score of responses toward this statement is 4.05 with a standard deviation of 0.710. It is clear that this statement obtained the highest overall mean value in this dimension.

BA4: *“My coworkers always try to put themselves in the customers’ or other coworkers’ positions in order to understand their views and problems.”*

For the fourth statement (BA4), 58% and 17.6% of respondents agreed and strongly agreed respectively with the statement, whereas only 3.7% and 1.85% disagreed and strongly disagreed respectively with the same statement. Besides, 18.9% of respondents selected the “neutral” option. The mean score of responses toward this statement is 3.86 with a standard deviation of 0.810. It is also interesting to note that the mean score of the responses for this statement is also higher than (3), which refers to the positive attitude of most of the respondents toward the statement.

BA5: *“At any time, my coworkers would take responsibility outside of their job duties if necessary (e.g., in handling customer questions or complain)”*

In the last statement in this dimension (BA5), 60.3% (370 out of 614) respondents agreed, and 17.8% of respondents strongly agreed with the statement, whereas 4.6% and 0.3% of respondents respectively disagreed and strongly disagreed with the same statement. Also, 17.1% of respondents selected the ‘neutral’ option. Besides, Table 4.9 shows that the mean score of responses toward this statement is 3.91 while the standard deviation is 0.743.

Table 4. 10: *Descriptive Statistics Related to Brand Proselytization*

Items of Brand Proselytization	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed	Mean	Std. Deviation
BP1	5 0.8%	33 5.4%	107 17.4%	341 55.5%	128 20.8%	3.90	.814
BP2	7 1.1%	24 3.9%	93 15.1%	371 60.4%	119 19.4%	3.93	.775
BP3	3 0.5%	23 3.7%	85 13.8%	391 63.7%	112 18.2%	3.95	.717
BP4	5 0.8%	24 3.9%	107 17.4%	352 57.3%	126 20.5%	3.93	.778
BP5	4 0.7%	22 3.6%	98 16.0%	362 59.0%	128 20.8%	3.96	.754
BP6	5 0.8%	18 2.9%	88 14.3%	374 60.9%	129 21.0%	3.98	.738

*BP: Brand Proselytization

BP1: *“In all they say and do, my coworkers think about the consequences it has on the bank.”*

The above Table 4.10 indicates that the majority of respondents 55.5% (341 out of 614) respondents and 20.8% (128 out of 614) respondents respectively agreed and strongly agreed with the first statement (BP1). Whereas 5.4% and 0.8% disagreed and strongly disagreed respectively with the same statement. Also, 17.4% (107 out of 614) respondents selected the “neutral” option. The mean value of the responses to this statement is 3.9 with a standard deviation of 0.814.

BP2: *“My coworkers act according to the bank brand identify, even when they are not observed or controlled by anyone.”*

For the second statement (BP2), 60.4% and 19.4% of respondents agreed and strongly agreed respectively with the statement, whereas only 3.9% and 1.1% of respondents disagreed and strongly disagreed respectively with the same statement. Besides, 15.1% of respondents selected the “neutral” option. The mean score of the responses to this statement is 3.93 with a standard deviation of 0.775. It is also interesting to note that the mean score of the responses for this statement is more than (3), which means that the majority respondents support the statement.

BP3: *“My coworkers take special care in their work and check the quality of their work outcomes if it has a positive effect on the bank brand image.”*

The third statement on brand proselytization (BP3) shows that the majority of respondents 63.7% and 18.2% agreed and strongly agreed respectively with the statement, while only 3.7% (23 out of 614) respondents and 0.5% (3 out of 614) respondents disagreed and strongly disagreed respectively with the statement. Besides, 13.8% of respondents selected the “neutral” option. The mean score of the responses towards this statement is 3.95, and the standard deviation is 0.717. The high mean value refers to the positive attitude of respondents for this statement.

BP4: *“My coworkers would even accept extra work if it would influence the bank brand image positively (e.g., for finishing a customer order/request in time)”*

In the fourth statement (BP4), most respondents 57.3% and 20.5% respectively, agreed and strongly agreed with it. Also, 17.4% of respondents provided a neutral answer to this statement. On the other hand, 3.9% and 0.8% of respondents disagreed and strongly disagreed correspondingly with the same statement. The mean is over three (3) as it is 3.93 and the standard deviation is 0.778. The result indicates the positive attitude of the majority of respondents for the statement.

BP5: *“My coworkers would always recommend the bank brand to friends, acquaintances or relatives, also in private conversations.”*

The majority of respondents 59% and 20.8% agreed and strongly agreed respectively with the fifth statement (BP5). However, 3.6% and 0.7% of respondents disagreed and strongly disagreed respectively with the statement. Also, (98 out of 614) respondents offered a neutral answer for the same statement. The mean of the responses is 3.96, and the standard deviation is 0.754. The high mean shows that most of the respondents support the statement.

BP6: *“My coworkers try to convey the bank brand identity to new associates, e.g., in informal conversations or by assuming a mentor role.”*

Also, Table 4.10 states that the majority of respondents 60.9% (374 out of 614) and 21% (129 out of 614) agreed and strongly agreed respectively with the last statement (BP6). Whereas 2.9% and 0.8% of respondents disagreed and strongly disagreed respectively with the same statement. Also, 14.3% (88 out of 614) respondents selected the “neutral” option. The mean score of the responses to this statement is the highest compared to the other statements of this dimension as it is 3.98, and the standard deviation is 0.738. It is clear that this high mean indicates that most of the respondents agreed with the statement.

Table 4. 11: *Descriptive Statistics Related to Brand Development*

Items of Brand Development	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed	Mean	Std. Deviation
BD1	5 0.85%	47 7.7%	171 27.9%	323 52.6%	68 11.1%	3.65	.807
BD2	4 0.7%	52 8.5%	146 23.8%	339 55.2%	73 11.9%	3.69	.813
BD3	9 1.5%	38 6.2%	131 21.3%	366 59.6%	70 11.4%	3.73	.798
BD4	9 1.5%	29 4.7%	119 19.4%	388 63.2%	69 11.2%	3.78	.761

BD5	12 2.0%	27 4.4%	110 17.9%	392 63.8%	73 11.9%	3.79	.780
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*BD: Brand Development

BD1: *“My coworkers actively ask other coworkers for feedback.”*

The first statement of brand development (BD1) shows that the majority of respondents 52.6% and 11.1% agreed and strongly agreed respectively with the statement. Also, 7.7% (47 out of 614) respondents and 0.8% (5 out of 614) respondents disagreed and strongly disagreed respectively with the statement. Besides, 27.9% of respondents selected the “neutral” option. The mean score of the responses to this statement is 3.65, and the standard deviation is 0.807.

BD2: *“My coworkers strive to develop expertise by reading the bank’s internal website, reference and procedure guides, etc”*

Also, Table 4.11 states that the majority of respondents 55.2% (339 out of 614) and 11.9% (73 out of 614) agreed and strongly agreed respectively with the statement, whereas 8.5% and 0.7% of respondents disagreed and strongly disagreed respectively with the same statement. Also, 23.8% (146 out of 614) respondents selected the “neutral” option. The mean score of the responses to this statement is 3.69, and the standard deviation is 0.813. This high mean indicates that most of the respondents support the statement.

BD3: *“My co-workers regularly take the initiative to participate in training.”*

Regarding the third statement, 59.6% (366 out of 614) respondents agreed, and 11.4% of respondents strongly agreed with the statement, whereas 6.2% and 1.5% of respondents disagreed and strongly disagreed respectively with the same statement. Also, 21.3% of respondents selected the ‘neutral ‘option. Also, Table 4.11 shows that the mean score of responses toward this statement is 3.73 while the standard deviation is 0.798.

BD4: *“My coworkers always report customer feedback or internal problems/difficulties directly to the person in charge.”*

The results of the fourth statement in this dimension (BD4) shows that 63.2% (388 out of 614) respondents agreed and 11.2% of respondents strongly agreed with the statement, whereas 4.7% and 1.5% of respondents disagreed and strongly disagreed respectively with the same statement. Also, 19.4% of respondents selected the ‘neutral’ option. Also, Table 4.11 illustrates that the mean score of responses toward this statement is 3.78 while the standard deviation is 0.761.

BD5: “My coworkers take the initiative to develop ideas for new products, services or process improvements.”

For the last statement (BD5), 63.8% and 11.9% of respondents agreed and strongly agreed respectively with the statement, whereas only 4.4% and 2% of respondents disagreed and strongly disagreed respectively with the same statement. Besides, 17.9% of respondents selected the “neutral” option. The mean score of responses towards this statement is 3.79 with a standard deviation of 0.780. It is also interesting to note that the mean score of the responses for this statement is also more than (3), and it is the highest mean comparing to the other statement of the brand development dimension.

4.1.3 Test of normality using Q-Q plot

Further tests conducted using a graphical normality test for each dimension and the overall variable, by having a Q-Q plot. The following Figure 4.8 illustrates a standard Q-Q plot for internal branding (IB) components.

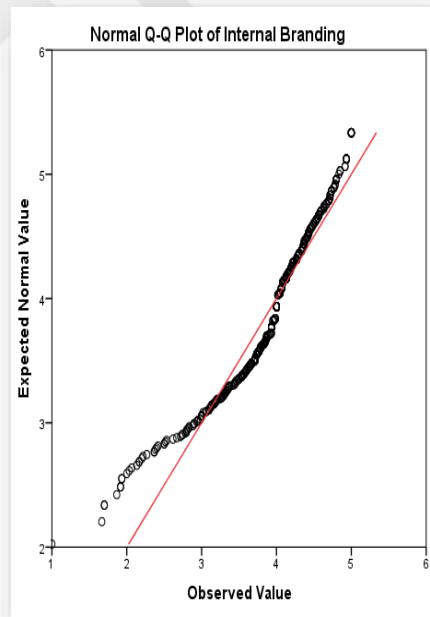
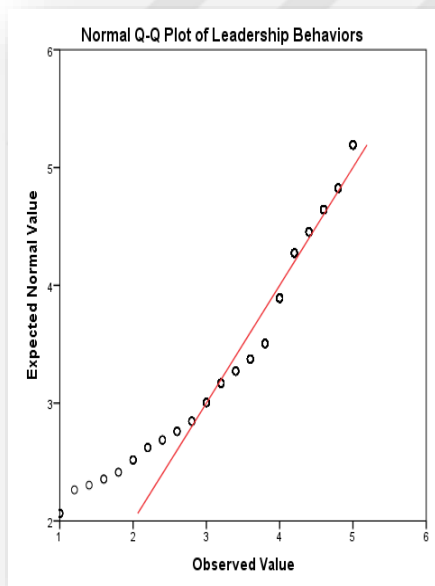
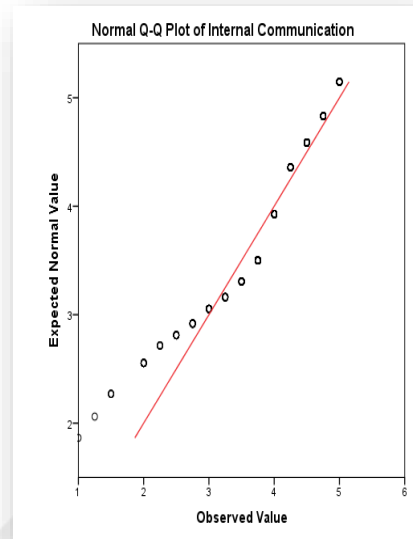
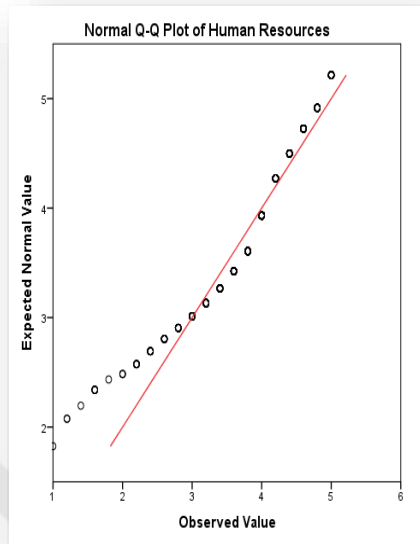


Figure 4. 8: QQ-Plot of Internal Branding Mechanisms and the Overall Internal Branding

In the figure above Figure 4. 8, the brand-centered human resource activities mechanism locates in a top-left position and most of the points laid on or placed near the straight line. Thus, brand-centered human resource activities mechanism results

approximately had a normal distribution. Similarly, the internal brand communication activities results approximately followed a normal distribution. Also, the bottom plot on left panel shows brand-centered transformational leadership mechanism results with a normal distribution. Moreover, a bottom-right panel shows that the overall internal branding results which correspondingly had a normal distribution.



Figure 4. 9: QQ-Plot of Employee Brand Commitment

The above Figure 4.9 shows the QQ-plot for the employee brand commitment (EBC), while few points depart the straight line, most of the points placed on or close to the straight line. Therefore, Figure 4.9 shows that the overall data of (EBC) approximately followed a normal distribution.

Moreover, Figure 4.10 below in the top-left panel shows that most of the points existed near or arranged on the straight line. Thus, the “Brand Acceptance” variable considered as normally distributed. Similarly, the “Brand Proselytization” variable approximately followed a normal distribution. Also, the bottom plot on left panel shows a “Brand Development” variable that approximately followed a normal distribution. Lastly, the bottom-right panel shows the overall “Brand Citizenship Behavior” (BCB) total points also normally distributed.

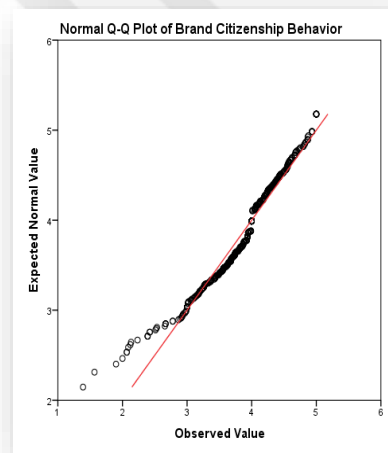
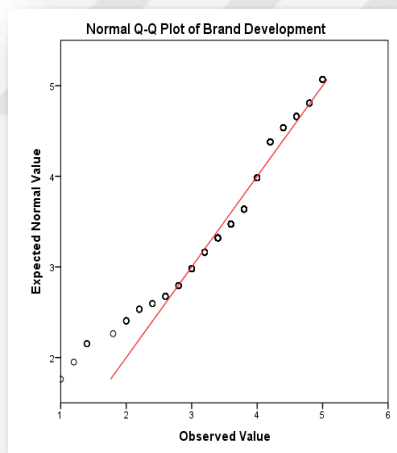
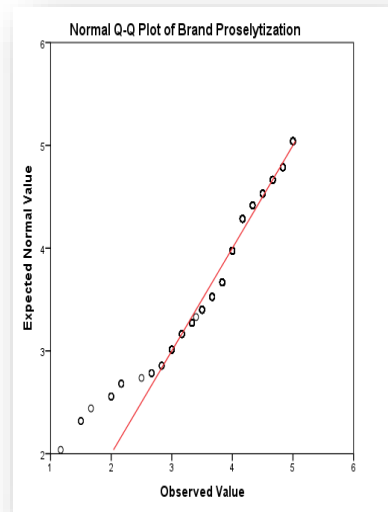
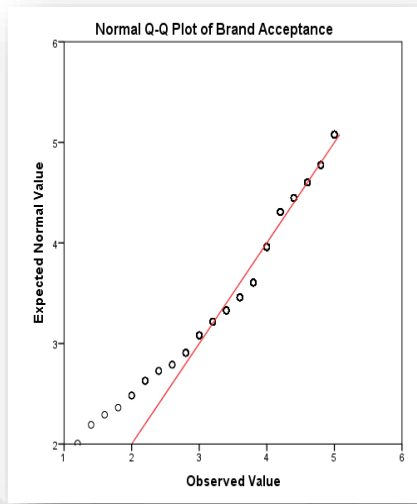


Figure 4. 10: QQ-plot of Brand Citizenship Behavior components and the overall Brand Citizenship Behavior

4.2 Phase 2: Demographic Differences between Employees using T-test & ANOVA

As an interval scale used for collecting the data from the respondents, the parametric techniques specially T-test and ANOVA test used for analysis to compare the differences between the different demographic characteristics between respondents' groups. Following are the study's hypotheses related to demographic differences between employees using T-test and ANOVA:

H₀₁₁: There is no significant difference in employees' perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to gender

Table 4. 12: *T-test Results for Employees According to Gender for the Study Dimensions*

Dimensions	Gender	N	Mean	Std.	T-value	Df	P-value																																																																																												
Human Resources	Male	282	3.81	.70	-1.265	612	0.206																																																																																												
	Female	332	3.87	.61				Internal Communication	Male	282	3.88	.66	-0.870	612	0.384	Female	332	3.93	.66	Transformational Leadership	Male	282	3.88	.75	-2.245	612	0.025*	Female	332	4.01	.72	IB	Male	282	3.85	.61	-1.673	612	0.095	Female	332	3.93	.59	Employee Brand Commitment	Male	282	4.08	.76	-1.14	612	0.255	Female	332	4.15	.69	Brand Acceptance	Male	282	3.92	.66	-1.020	612	0.308	Female	332	3.97	.60	Brand Proselytization	Male	282	3.92	.59	-0.773	612	0.440	Female	332	3.96	.64	Brand Development	Male	282	3.72	.62	-0.309	612	0.758	Female	332	3.74	.66	BCB	Male	282	3.85	.55	-0.784	612	0.432
Internal Communication	Male	282	3.88	.66	-0.870	612	0.384																																																																																												
	Female	332	3.93	.66				Transformational Leadership	Male	282	3.88	.75	-2.245	612	0.025*	Female	332	4.01	.72	IB	Male	282	3.85	.61	-1.673	612	0.095	Female	332	3.93	.59	Employee Brand Commitment	Male	282	4.08	.76	-1.14	612	0.255	Female	332	4.15	.69	Brand Acceptance	Male	282	3.92	.66	-1.020	612	0.308	Female	332	3.97	.60	Brand Proselytization	Male	282	3.92	.59	-0.773	612	0.440	Female	332	3.96	.64	Brand Development	Male	282	3.72	.62	-0.309	612	0.758	Female	332	3.74	.66	BCB	Male	282	3.85	.55	-0.784	612	0.432	Female	332	3.89	.56								
Transformational Leadership	Male	282	3.88	.75	-2.245	612	0.025*																																																																																												
	Female	332	4.01	.72				IB	Male	282	3.85	.61	-1.673	612	0.095	Female	332	3.93	.59	Employee Brand Commitment	Male	282	4.08	.76	-1.14	612	0.255	Female	332	4.15	.69	Brand Acceptance	Male	282	3.92	.66	-1.020	612	0.308	Female	332	3.97	.60	Brand Proselytization	Male	282	3.92	.59	-0.773	612	0.440	Female	332	3.96	.64	Brand Development	Male	282	3.72	.62	-0.309	612	0.758	Female	332	3.74	.66	BCB	Male	282	3.85	.55	-0.784	612	0.432	Female	332	3.89	.56																				
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	Female	332	4.15	.69				Brand Acceptance	Male	282	3.92	.66	-1.020	612	0.308	Female	332	3.97	.60	Brand Proselytization	Male	282	3.92	.59	-0.773	612	0.440	Female	332	3.96	.64	Brand Development	Male	282	3.72	.62	-0.309	612	0.758	Female	332	3.74	.66	BCB	Male	282	3.85	.55	-0.784	612	0.432	Female	332	3.89	.56																																												
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	Female	332	3.89	.56																																																																																															

*Significance level of 5%.

According to Table 4.12, at a 5% significance level, there is no significant difference between male and female employees for internal branding (IB), employee

brand commitment (EBC), and brand citizenship behavior (BCB). However, the only significant difference is between male and female employees for brand-centered transformational leadership (TL); females rated significantly higher than male. Therefore, the null hypothesis that states ‘There is no significant difference in internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB) among employees according to gender’ will not be rejected at a 5% significance level.

H₀₁₂: There is no significant difference in employees’ perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to age groups

Table 4. 13: ANOVA-test Results for Employees According to Age Groups for the Study Dimensions

Dimensions	Descriptive Analysis								ANOVA	
	Mean				Std.				p-value	Post-Hoc
	G1	G2	G3	G4	G1	G2	G3	G4		
Human Resources	3.80	3.78	3.96	4.00	0.68	0.69	0.55	0.58	0.010*	G3>G2*
Internal Communication	3.83	3.88	3.97	4.00	0.68	0.69	0.62	0.53	0.234	-
Transformational Leadership	3.87	3.93	4.01	4.04	0.84	0.76	0.59	0.68	0.353	-
IB	3.83	3.86	3.98	4.01	0.66	0.63	0.51	0.54	0.077	-
Employee Brand Commitment	3.95	4.10	4.18	4.30	0.81	0.73	0.69	0.54	0.013*	G4>G1*
Brand Acceptance	3.90	3.93	4.00	4.04	0.72	0.65	0.57	0.49	0.412	-
Brand Proselytization	3.85	3.92	3.99	4.08	0.72	0.61	0.62	0.44	0.088	-
Brand Development	3.72	3.71	3.77	3.75	0.68	0.65	0.61	0.59	0.815	-
BCB	3.82	3.85	3.91	3.95	0.66	0.55	0.53	0.43	0.335	-

Age groups: G1= 18-25, G2=26-35, G3= 36-45, G4= 46 or above; Post-Hoc= Tukey HSD.

*Significance level at 5%.

One-way analysis of variance test used to investigate whether there is a difference between variables regarding employees’ age group. The results indicate that at 5% of

significance level there is no difference in any of the dimensions except for brand-centered human resource activities (HR) and Employee Brand Commitment (EBC). Therefore, a post hoc test (Tukey HSD comparison) conducted to investigate which one of the groups differ from each other. Mainly, the respondent of the third age group (36-45) rated higher than the second age group (26-35) for the brand-centered human resource activities (HR). Besides, the fourth age group (46 or above) rated higher than the first age group (18-25) for employee brand commitment (EBC).

Thus, the null hypothesis that states ‘There is no significant difference in internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB) among employees according to age group’ will not be rejected at a 5% significance level for internal branding (IB) and brand citizenship behavior (BCB), and will be rejected only for employee brand commitment (EBC).

H₀₁₃: There is no significant difference in employees’ perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to marital status

Table 4. 14: ANOVA-test Results for Employees According to Marital Status for the Study Dimensions

Dimensions	Descriptive Analysis						ANOVA	
	Mean			Std.			P-value	Post-Hoc
	G1	G2	G3	G1	G2	G3		
Human Resources	3.86	3.83	4.13	0.60	0.68	0.49	0.343	-
Internal Communication	3.85	3.92	4.19	0.64	0.67	0.45	0.221	-
Transformational Leadership	3.94	3.95	4.36	0.78	0.72	0.50	0.252	-
IB	3.88	3.89	4.22	0.59	0.61	0.44	0.260	-
Employee Brand Commitment	4.04	4.14	4.39	0.77	0.71	0.43	0.168	-
Brand Acceptance	3.88	3.98	3.91	0.70	0.60	0.61	0.192	-
Brand Proselytization	3.88	3.96	4.07	0.68	0.59	0.50	0.295	-
Brand Development	3.72	3.73	3.87	0.65	0.64	0.54	0.797	-
BCB	3.82	3.89	3.95	0.61	0.53	0.51	0.407	-

Marital Status: G1= Single, G2= Married, G3= Other

The above Table 4.14 indicates that at 5% significance level, there is no significant difference between employees according to marital status for internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB). Therefore, the null hypothesis which states that “There is no significant difference in internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB) among employees according to marital status” will not be rejected at 5% significance level.

H₀₁₄: There is no significant difference in employees’ perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to educational level

Table 4. 15: ANOVA-test Results for Employees According to their Educational Level for the Study Dimensions

Dimensions	Descriptive Analysis						ANOVA	
	Mean			Std.			P-value	Post-Hoc
	G1	G2	G3	G1	G2	G3		
Human Resources	3.91	3.83	3.90	0.51	0.67	0.63	0.502	-
Internal Communication	3.98	3.90	3.87	0.49	0.68	0.65	0.696	-
Transformational Leadership	4.09	3.96	3.82	0.46	0.75	0.75	0.126	-
IB	3.99	3.89	3.86	0.41	0.62	0.59	0.496	-
Employee Brand Commitment	4.28	4.10	4.12	0.54	0.74	0.71	0.239	-
Brand Acceptance	4.00	3.93	4.04	0.52	0.65	0.56	0.351	-
Brand Proselytization	4.06	3.93	3.97	0.47	0.64	0.57	0.333	-
Brand Development	3.77	3.73	3.69	0.53	0.66	0.55	0.795	-
BCB	3.94	3.86	3.90	0.42	0.58	0.47	0.573	-

Educational Level: G1= Pre-college, G2= Bachelor Degree, G3= Graduate Degree

The above Table 4.15 indicates that at 5% significance level, there is no significant difference between employees according to employees’ educational level for Internal Branding (IB), Employee Brand Commitment (EBC), and Brand Citizenship Behavior (BCB). As a result, the null hypothesis that states “There is no significant difference in internal branding (IB), employee brand commitment (EBC), and brand citizenship

behavior (BCB) among employees according to educational level” will not be rejected at 5% significance level.

H₀₁₅: There is no significant difference in employees’ perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to years of experience in the bank.

Table 4. 16: ANOVA-test Results for Employees According to their Years of Experience in the Bank for the Study Dimensions

Dimensions	Descriptive Analysis										ANOVA	
	Mean					Std.					P-value	Post-Hoc
G1	G2	G3	G4	G5	G1	G2	G3	G4	G5			
Human Resources	3.98	3.81	3.75	3.77	4.05	0.53	0.71	0.74	0.61	0.50	0.002 **	G5>G2 *
												G5>G3 **
												G5>G4 *
Internal Communication	4.01	3.84	3.87	3.86	4.08	0.60	0.70	0.76	0.62	0.51	0.026 *	G5>G2 *
	4.13	3.91	3.85	3.90	4.14	0.69	0.78	0.89	0.64	0.52		0.009 **
IB	4.04	3.85	3.82	3.84	4.08	0.53	0.64	0.72	0.53	0.44	0.002 **	G5>G2 *
												G5>G3 *
												G5>G4 *
Employee Brand Commitment	4.09	4.01	4.08	4.13	4.38	0.73	0.75	0.75	0.71	0.58	0.001 **	G5>G2 **
												G5>G3 *
Brand Acceptance	4.07	3.91	3.94	3.88	4.08	0.56	0.71	0.58	0.65	0.50	0.064	-
Brand Proselytization	4.02	3.91	3.90	3.90	4.09	0.63	0.65	0.66	0.59	0.51	0.065	-
Brand Development	3.80	3.70	3.73	3.70	3.80	0.60	0.69	0.69	0.60	0.55	0.672	-
BCB	3.96	3.83	3.85	3.82	3.98	0.52	0.61	0.57	0.54	0.44	0.109	-

Years of Experience groups: G1= Less than one years, G2= 1-4 years, G3= 5-7 years, G4= 8-14 years, G5= 15 or more years.
*Significance level at 5%, **Significance level at 1%.

The above Table 4.16 indicates that at 1% and 5% level there is a significant difference between employees according to years of experience in the bank for all the

variables except of the brand citizenship behavior (BCB) and it is three components. Therefore, a further investigation conducted by using a post hoc test (Tukey HSD comparison) to understand which groups differ from each other. Mainly, the respondents of the fifth group (15 years or more) rated higher than the other four groups. Thus, the null hypothesis, which states that “There is no significant difference in internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB) among employees according to years of experience in the bank” is rejected at a 5% significance level for internal branding (IB) and employee brand commitment (EBC), and will not be rejected for brand citizenship behavior (BCB).

H₀₁₆: There is no significant difference in employees’ perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to their job level.

Table 4. 17: ANOVA-test Results for the Employees According to their Job level for the Study Dimensions

Dimensions	Descriptive Analysis						ANOVA	
	Mean			Std.			P-value	Post-Hoc
	G1	G2	G3	G1	G2	G3		
Human Resources	3.79	3.85	3.92	0.68	0.60	0.66	0.159	-
Internal Communication	3.85	3.90	4.02	0.66	0.66	0.65	0.031*	G3>G1*
Transformational Leadership	3.89	4.01	3.99	0.75	0.67	0.78	0.181	-
IB	3.84	3.92	3.97	0.62	0.55	0.63	0.080	-
Employee Brand Commitment	4.02	4.19	4.21	0.77	0.72	0.62	0.011*	G3>G1* G2>G1* *
Brand Acceptance	3.89	3.95	4.07	0.67	0.60	0.58	0.019*	G3>G1*
Brand Proselytization	3.91	3.93	4.02	0.62	0.67	0.54	0.173	-
Brand Development	3.69	3.70	3.84	0.66	0.65	0.57	0.065	-
BCB	3.82	3.86	3.97	0.57	0.57	0.49	0.033*	G3>G1

Job Level: G1= Entry level, G2= Supervisor, G3= Middle management

*Significance level at 5%, **Significance level at 1%.

According to the above Table 4.17, it indicates that at 5% significance level, there is a significant difference between employees according to job level for all the variables except of brand-centered human resource activities (HR), brand-centered transformational leadership (TL), Brand Proselytization (BP), and Brand Development

(BD). Therefore, a further investigation conducted by employing a post hoc test (Tukey HSD comparison) to understand which one of the groups differ from each other. Thus, Table 4.17 shows that the second and third group which represent the supervisor level and the middle management level respectively both rated higher than the first group (the entry level) for employee brand commitment. Besides, the third group which represents the middle management level rated higher than the other groups for all the variables. Hence, the null hypothesis which states that “There is no significant difference in internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB) among employees according to job level” will be rejected at a 5% significance level for employee brand commitment (EBC), and brand citizenship behavior (BCB), and will not be rejected for internal branding (IB).

H₀₁₇: There is no significant difference in employees’ perspective on internal branding, brand commitment, and brand citizenship behavior among Employees according to monthly income.

Table 4. 18: ANOVA-test Results for Employees According to the Monthly Income Groups for the Study Dimensions

Dimensions	Descriptive Analysis										ANOVA	
	Mean					Std.					P-value	Post-Hoc
	G1	G2	G3	G4	G5	G1	G2	G3	G4	G5		
Human Resources	3.75	3.87	4.01	4.15	3.85	0.69	0.62	0.54	0.48	0.82	0.001*	G4>G1* G3>G1*
Internal Communication	3.84	3.92	4.05	4.07	3.98	0.68	0.66	0.63	0.43	0.72	0.066	-
Transformational Leadership	3.86	4.01	4.11	4.17	3.87	0.81	0.65	0.57	0.55	1.13	0.013*	G3>G1*
IB	3.81	3.93	4.05	4.13	3.90	0.65	0.55	0.52	0.41	0.85	0.003*	G3>G1*
Employee Brand Commitment	4.00	4.20	4.27	4.18	4.55	0.79	0.63	0.69	0.64	0.42	0.001*	G2>G1* G3>G1*
Brand Acceptance	3.90	3.95	4.15	4.04	3.87	0.67	0.63	0.51	0.36	0.72	0.031*	G3>G1*
Brand Proselytization	3.85	3.99	4.10	4.06	3.98	0.64	0.58	0.67	0.48	0.33	0.007*	G3>G1*
Brand Development	3.67	3.81	3.72	3.82	3.87	0.66	0.60	0.72	0.40	0.41	0.170	-
BCB	3.80	3.91	3.98	3.97	3.91	0.59	0.52	0.56	0.38	0.45	0.046*	G2>G1

Monthly Income: G1= less than or equal 1000, G2= 1001-2000, G3=2001-3000, G4= 3001- 4000, G5= 4001 and more.

*Significance level at 5%, **Significance level at 1%.

According to the Table 4.18, at 1% and 5% level, there is a significant difference between employees according to monthly income for internal Branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB). Therefore, a post hoc test (Tukey HSD comparison) conducted to understand which groups differ from each other. For internal Branding (IB), the third group had a significant difference comparing to the first group. Also, the fourth group had the highest mean. Besides, for employee brand commitment, there was a significant difference between the second and third group comparing to the first group. Also, the fifth group had the highest mean comparing to all the other groups. Likewise, for brand citizenship behavior (BCB), there is a significant difference between the second and the first group. However, the third group had the highest mean comparing to all the other groups. Therefore, the null hypothesis which states that “There is no significant difference in internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB) among employees according to monthly income” it will be rejected at a 5% significance level for internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB)

H₀₁₈: There is no significant difference in employees’ perspective on internal branding, brand commitment, and brand citizenship behavior among employees according to their contact with customers.

Table 4. 19: *T-test Results of the Employees According to their Contact with Customers for the Study Dimensions*

Dimensions	Answer	N	Mean	Std.	T-value	df	p-value																																							
Human Resources	Yes	303	3.94	0.59	3.62	612	0.000**																																							
	No	311	3.75	0.70				Internal Communication	Yes	303	4.03	0.54	4.57	612	0.000**	No	311	3.79	0.75	Transformational Leadership	Yes	303	4.04	0.66	3.08	612	0.002**	No	311	3.86	0.79	IB	Yes	303	4.00	0.52	4.21	612	0.000**	No	311	3.80	0.67	Yes	303	4.20
Internal Communication	Yes	303	4.03	0.54	4.57	612	0.000**																																							
	No	311	3.79	0.75				Transformational Leadership	Yes	303	4.04	0.66	3.08	612	0.002**	No	311	3.86	0.79	IB	Yes	303	4.00	0.52	4.21	612	0.000**	No	311	3.80	0.67		Yes	303	4.20	0.66	2.73	612	0.006**							
Transformational Leadership	Yes	303	4.04	0.66	3.08	612	0.002**																																							
	No	311	3.86	0.79				IB	Yes	303	4.00	0.52	4.21	612	0.000**	No	311	3.80	0.67		Yes	303	4.20	0.66	2.73	612	0.006**																			
IB	Yes	303	4.00	0.52	4.21	612	0.000**																																							
	No	311	3.80	0.67					Yes	303	4.20	0.66	2.73	612	0.006**																															
	Yes	303	4.20	0.66	2.73	612	0.006**																																							

Employee Brand Commitment	No	311	4.04	0.77			
	Yes	303	4.04	0.56			
Brand Acceptance	No	311	3.86	0.68	3.60	612	0.000**
	Yes	303	4.03	0.58			
Brand Proselytization	No	311	3.86	0.65	3.45	612	0.001**
	Yes	303	3.80	0.60			
Brand Development	No	311	3.66	0.67	2.69	612	0.007**
	Yes	303	3.957	0.51			
BCB	No	311	3.793	0.59	3.66	612	0.000**
	Yes	303	3.957	0.51			

*Significance level at 5%, **Significance level at 1%.

Above, Table 4.19 indicates that at 5% and 1 % significance level, there is a significant difference between employees according to their contact with customers for internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB). Thus, employees who have contact with customers rated higher in all of the dimensions comparing to the other employees who are not have contact with customers during their work. As a result, the null hypothesis which states that “There is no significant difference in internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB) among employees according to their contact with customers” will be rejected at a 5% significance level for internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB)

4.3 Phase 3: Measurement Model (Confirmatory Factor Analysis and Structural Equation Modeling)

In this phase, a Structural Equation Method (SEM) conducted to understand the causal process of the variables, by demonstrating a series of structural relations that can be modeled graphically to explicitly recognize the conceptualization theory of this study (Byrne, 2010). Firstly, a measurement model illustrated to understand the links between the latent variables with their observed measures, by employing a Confirmatory Factor

Analysis (CFA). Then, a structural model prepared to investigate the links between the latent variables.

Moreover, the “Analysis of Moment Structure” (AMOS) program used to conduct the CFA model by estimating the measurement model. The CFA used (36) items in order to measure the brand-centered human resource activities (HR) (5 items), internal brand communication activities (IC) (4 items), Brand-centered transformational leadership (TL) (5 items), employee brand commitment (6 items), brand acceptance (5 items), brand proselytization (6 items), and brand development (5 items).

Initially, it is vital to assess the overall model goodness of fit (West, Taylor, & Wu, 2012), which represents the ability of an over-identified model to reproduce the correlation or covariance matrix of variables. There are many kinds of fit indices to assess the validity of a research model. In this study, Stand-alone fit indices used to include While Chi-Square (χ^2), RMSEA (Root mean square error of approximation), and SRMR (Standardized root mean square residual). Also, incremental fit indices used to include CFI (Comparative fit index), and TLI (Tucker-Lewis index).

4.3.1 Statistical Model Goodness of Fit

According to Table 4.20, the results of the hypothesized model are relatively well fitting; as indicated by the comparative fit index (CFI) = 0.952; Tucker-Lewis index (TLI) = 0.967; root mean square error of approximation (RMSEA) = 0.051, and standardized root mean residual (SRMR) = 0.062. On the other hand, the chi-square χ^2 indicated a poor fit value: (591, N=614) = 1426.264, $p = 0.00$. However, given the known sensitivity of the chi-square test to sample size; the chi-square considered as a ‘badness of fit’ (Kline, 2011). Hence, when the sample size is more than 200, it is more appropriate to take the model fit decision based on other indices of fit (Boomsma, 1985; Boomsma & Hoogland, 2001). Therefore, the CFI and the RMSEA are considered more reasonable and applicable to assess the goodness of fit for this model (Hooper, Coughlan, & Mullen, 2008) especially for the AMOS output (Byrne, 2010).

Table 4. 20: *Results of Measurement Model Fit*

Fit Index	Measurement Model (CFA)	Cut-off Criteria
χ^2	1426.264 _(0.000)	p > 0.05
Df	591	
CFI	0.952	CFI>0.95
TLI	0.967	TLI>0.95
RMSEA	0.051	RMSEA<0.06
SRMR	0.062	SRMR<0.08

Note. χ^2 = chi-square; df = degree of freedom; CFI = comparative fit index; TLI = Tucker-Lewis fit index; RMSEA = root mean square error of approximation; SRMR = standardized root mean residual

4.3.2 Reliability & Validity

The next step after consent the overall model goodness of fit was to analyze the variables for their reliability and validity. According to Hair et al., (2014) the reliability describes the range of consistency between variable(s). On the other hand, validity designates the level of accuracy for variables in representing the concept of the study (Hair et al., 2014). Thus, convergent validity was examined to ensure that the items of the study's structure are converging a high proportion of variance in common. Several ways are available to estimate the relative amount of convergent validity among item measures including checking the factor loading for each variable. The factor loading for each variable was statically significant and exceeding the critical t-value of (2.576) at (p<0.01). Moreover, (0.5) or higher value of standardized loading estimates, and ideally (0.7) or a higher value, refers to a high value of convergent validity (Hair et al., 2014). According to Table 4.21, the standardized loading estimates for each indicator are higher than 0.5 and exceeding 0.7 for most of them.

Furthermore, reliability also assessed including the composite reliability (CR) and the average variance extracted (AVE) (Hair et al., 2014). According to Fornell & Larcker (2018), an AVE of (.5) or higher and a CR of 0.7 or higher has recommended. According to Table 4.21, for each variable, composite reliability (CR) result exceeds (0.7), and average variance extracted (AVE) result exceeds (0.5).

Table 4. 21: *Construct Validity Assessment*

Latent	Indicator	Std.Loadings	SMC	CR	AVE	A
				0.923	0.709	0.805
Human Resources	HR1	0.580	0.704			
	HR2	0.684	0.416			
	HR3	0.728	0.639			
	HR4	0.783	0.614			
	HR5	0.800	0.530			
				0.890	0.671	0.882
Internal Communication	IC1	0.645	0.468			
	IC2	0.839	0.722			
	IC3	0.775	0.778			
	IC4	0.795	0.712			
				0.961	0.834	0.921
Leadership Behaviors	LB1	0.681	0.770			
	LB2	0.835	0.719			
	LB3	0.822	0.694			
	LB4	0.867	0.540			
	LB5	0.808	0.750			
				0.937	0.717	0.909
Employee Brand Commitment	EBC1	0.674	0.752			
	EBC2	0.829	0.675			
	EBC3	0.910	0.698			
	EBC4	0.901	0.464			
	EBC5	0.872	0.633			
	EBC6	0.641	0.600			
				0.967	0.853	0.893
Brand Acceptance	BA1	0.932	0.551			
	BA2	0.909	0.689			
	BA3	0.891	0.598			
	BA4	0.893	0.763			
	BA5	0.825	0.773			
				0.944	0.738	0.894
Brand Proselytization	BP1	0.882	0.812			
	BP2	0.876	0.828			
	BP3	0.874	0.688			
	BP4	0.852	0.455			
	BP5	0.866	0.336			
	BP6	0.850	0.654			
				0.930	0.728	0.865
Brand Development	BD1	0.735	0.812			
	BD2	0.833	0.995			
	BD3	0.848	0.856			
	BD4	0.878	0.411			
	BD5	0.844	0.760			

Note. SMC: Squared Multiple Correlation, AVE: Average Variance Extracted; CR: Composite Reliability; α : Cronbach Alpha

After analyzing the Convergent validity, the discriminant validity also assessed. The discriminant validity examines the deviation of measurement for an independent assessment in different traits (Byrne, 2010). According to Hair et al. (2014), discriminant validity supported the two-construct model is significantly different compared to the one-construct model. In order to confirm discriminant validity, the average variance-extracted values for every two constructs should be higher from the square of the correlation estimate between these two constructs. This higher value means that the latent construct explains more of the variance in its item measures that it shares with another construct. Moreover, Table 4.22 below, shows that for each pair of constructs the average of (AVE) value exceeds (0.5), and for all items, it exceeds the value of the Squared Multiple Correlation; which supports good evidence of discriminant validity in the model.

Table 4. 22: *The Results of Discriminant Validity*

Pairs of Constructs	Average of AVE	Φ	Φ^2
Human Resources – Internal Com.	0.690	0.697	0.486
Human Resources – Leadership	0.772	0.641	0.411
Human Resources – Employee Brand Commitment	0.713	0.543	0.295
Human Resources – Brand Acceptance	0.781	0.487	0.237
Human Resources – Brand Proselytization	0.724	0.524	0.275
Human Resources – Brand Development	0.719	0.482	0.232
Internal Communication – Leadership	0.753	0.722	0.521
Internal Communication – Employee Brand Commitment	0.694	0.579	0.335
Internal Communication – Brand Acceptance	0.762	0.480	0.230
Internal Communication – Brand Proselytization	0.705	0.561	0.315
Internal Communication – Brand Development	0.700	0.511	0.261
Leadership– Employee Brand Commitment	0.776	0.585	0.342
Leadership– Brand Acceptance	0.844	0.485	0.235
Leadership– Brand Proselytization	0.786	0.529	0.280
Leadership– Brand Development	0.781	0.450	0.203
Employee Brand Commitment – Brand Acceptance	0.785	0.439	0.193
Employee Brand Commitment – Brand Proselytization	0.728	0.569	0.324
Employee Brand Commitment – Brand Development	0.723	0.438	0.192
Brand Acceptance – Brand Proselytization	0.796	0.741	0.549
Brand Acceptance – Brand Development	0.791	0.607	0.368
Brand Proselytization – Brand Development	0.733	0.727	0.529

Note. AVE: Average Variance Extracted; Φ^2 : Squared Multiple Correlation
AVE computed as (AVE of the first construct+ AVE of the second construct)/2

4.3.3 Structural Model

After assessing the measurement model fit and establishing adequate measurement, convergent validity, internal consistency, and discriminant validity using CFA, the next step is testing the structural model and assessing the significance of relationships.

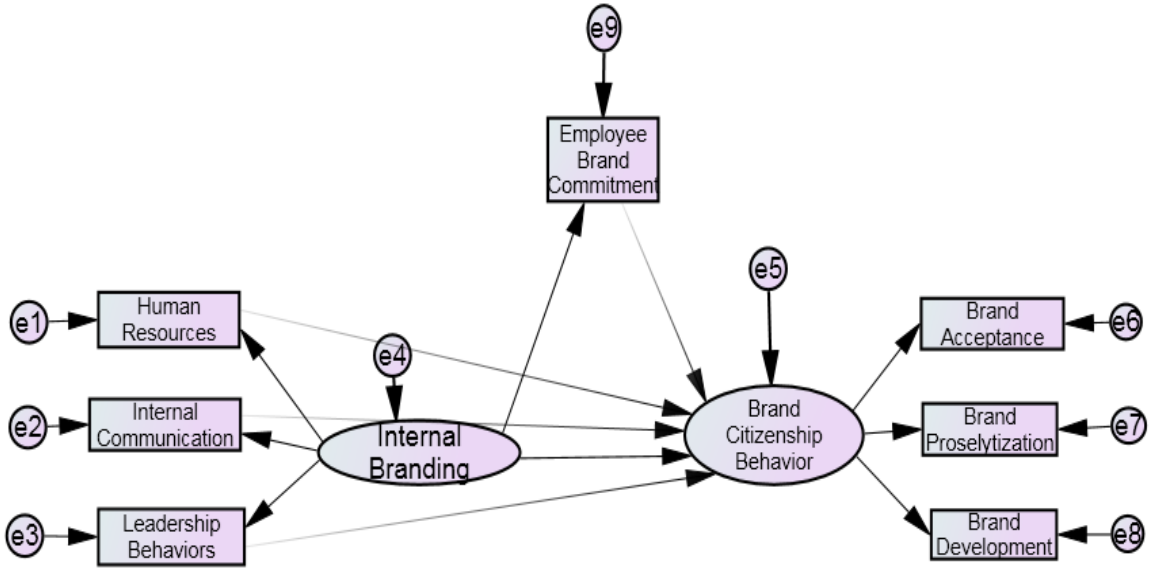
The Table 4.23 below presents the results of the structural model fit. The results are as following: $\chi^2 = 29.695_{(0.055)}$, $df = 14$, comparative fit index (CFI) = 0.966; Tucker-Lewis fit index (TLI) = 0.954; root mean square error of approximation (RMSEA) = 0.048; standardized root mean residual (SRMR) = 0.022. As a result, all fit indices meet the cut-off criteria and show a strong structural model fit.

Table 4. 23: *Results of Structural Model Fit*

Fit Index	Measurement Model (CFA)	Cut-off Criteria
χ^2	29.695 _(0.055)	$p > 0.05$
Df	14	
CFI	0.966	CFI > 0.95
TLI	0.954	TLI > 0.95
RMSEA	0.048	RMSEA < 0.06
SRMR	0.022	SRMR < 0.08

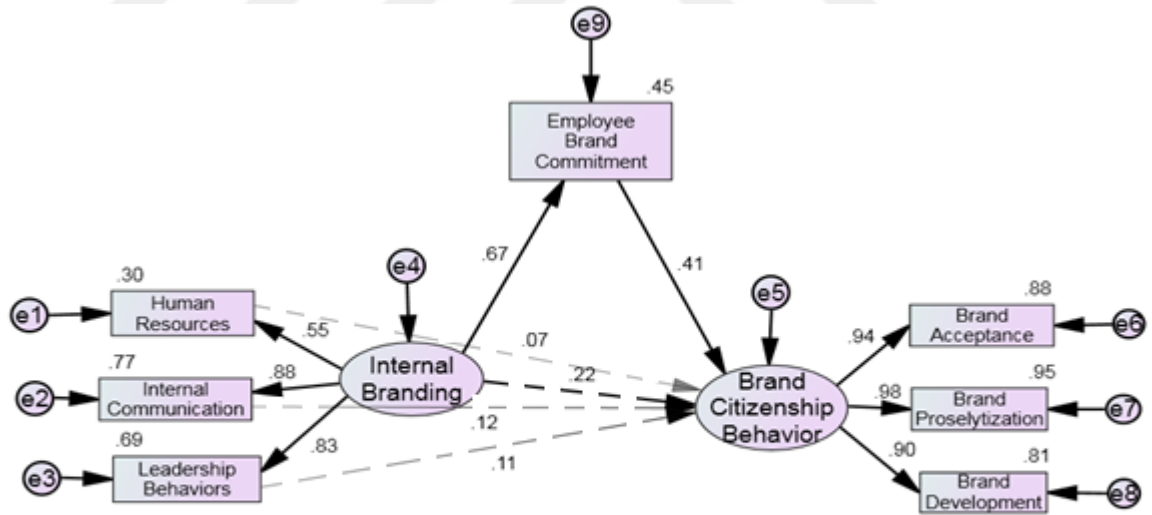
Note. χ^2 = chi-square; df = degree of freedom; CFI = comparative fit index; TLI = Tucker-Lewis fit index; RMSEA = root mean square error of approximation; SRMR = standardized root mean residual

After analyzing the structural model fit, the hypotheses tested and the path diagram used for estimating the relationships. Figure 4.11 below displays the hypothesized model, and Figure 4.12 shows the path results of the final model.



Internal Branding (IB), Employee Brand Commitment (EBC) on Brand Citizenship Behavior (BCB)

Figure 4. 11: Hypothesized Model



Internal Branding (IB), Employee Brand Commitment (EBC) on Brand Citizenship Behavior (BCB).

Figure 4. 12: Final Model

Moreover, Table 4.24 shows the path coefficients and the t-values for all of the hypothesized paths, the result of each path is as follows:

Table 4. 24: *Results of Path Analysis*

Path to	Path from	Ha	Std. Coeff.	t-value
Direct Effects				
Employee Brand Commitment	Human Resources	H1: Not Rejected	0.55	10.240**
	Internal Communication	H2: Not Rejected	0.88	16.691**
	Transformational Leadership	H3: Not Rejected	0.83	15.828**
	Internal Branding	H _{total} : Not Rejected	0.67	11.320**
Brand Citizenship Behavior	Employee Brand Commitment	H4: Not Rejected	0.41	6.105*
Brand Acceptance	Employee Brand Commitment	H4a: Not Rejected	0.94	17.908**
		H4b: Not Rejected	0.98	18.725**
		H4c: Not Rejected	0.90	17.054**
Brand Proselytization	Human Resources	H5: Rejected	0.07	0.903
		H6: Rejected	0.12	1.522
		H7: Rejected	0.11	1.401
		H _{total} : Rejected	0.22	1.957
Indirect Effects				
Brand Citizenship Behavior	Human Resources		0.42	7.240*
	Internal Communication		0.70	11.525**
	Transformational Leadership		0.64	11.022**

*p<.05, **p<0.01

H1: Brand-Centered Human Resource Activities (HR) Positively affect Employee Brand Commitment (EBC)

The results show that brand-centered human resource activities (HR) have a significant positive effect on employee brand commitment (EBC) as (Std. Coeff. = 0.55,

t-value= 10.240, $p < 0.01$). Therefore, any increase in the brand-centered human resource activities (HR) will positively affect the employee brand commitment (EBC).

H2: Internal Brand Communication Activities (IC) Positively affect Employee Brand Commitment (EBC)

The results show a significant positive effect of Internal brand communication activities (IC) on employee brand commitment (EBC). Results are as following: (Std. Coeff. = 0.88, t-value= 16.691, $p < 0.01$). Thus, as the internal brand communication activities (IC) increase, the employee brand commitment (EBC) also will increase.

H3: Brand-Centered Transformational Leadership (TL) Positively affect Employee Brand Commitment (EBC)

The results show that brand-centered transformational leadership (TL) has a significant positive effect on employee brand commitment (EBC) as (Std. Coeff. = 0.83, t-value= 15.828, $p < 0.01$). Thus, an increase in the activities related to brand-centered transformational leadership (TL) will increase employee brand commitment (EBC).

H4: Employee Brand Commitment (EBC) Positively affect Brand Citizenship Behavior (BCB)

The results for testing the effect of Employee Brand Commitment (EBC) on Brand Citizenship Behavior (BCB) as whole, showed that there is a significant relationship between the two variables (Std. Coef. = 0.41, t-value= 6.105, $p < 0.05$). As a result, any increase in employee brand commitment will affect directly and positively on brand citizenship behavior.

H4a: Employee Brand Commitment (EBC) Positively affect Brand Acceptance (BA)

The results of analyzing the relationship between employee brand commitment (EBC) and brand acceptance show a significant positive effect of employee brand commitment (EBC) on brand acceptance. Results are as following: (Std. Coeff. = 0.94, t-value= 17.908, $p < 0.01$). Therefore, as the employee brand commitment (EBC) increase brand acceptance also will increase.

H4b: Employee Brand Commitment (EBC) Positively affect Brand Proselytization (BP)

The results show that employee brand commitment (EBC) had a significant positive effect on brand proselytization as (Std. Coeff. = 0.98, t-value= 18.725, $p < 0.01$). Therefore, the change in employee brand commitment (EBC) will affect brand proselytization.

H4c: Employee Brand Commitment (EBC) Positively affect Brand Development (BD)

The results show a significant positive effect of employee brand commitment (EBC) on brand development. Results are (Std. Coeff. = 0.90, t-value= 17.054, $p < 0.01$). Therefore, any change in employee brand commitment (EBC) will affect the brand development.

H5: Brand-Centered Human Resource Activities (HR) Positively affect Brand Citizenship Behavior (BCB)

Surprisingly, the results for testing the effect of brand-centered human resource activities (HR) on brand citizenship behavior (BCB) show that there is no significant direct relationship between the two variables (Std. Coef. = 0.07, t-value= 0.903, $p > 0.05$).

H6: Internal Brand Communication Activities (IC) Positively affect Brand Citizenship Behavior (BCB)

The results for the effect of Internal brand communication activities (IC) on brand citizenship behavior (BCB) show a non-significant direct effect between the two variables. The results show that (Std. Coef. = 0.12, t-value= 1.522, $p > 0.05$).

H7: Brand-Centered Transformational Leadership (TL) Positively affect Brand Citizenship Behavior (BCB)

The results for testing the relationship between brand-centered transformational leadership (TL) and brand citizenship behavior (BCB) show that brand-centered transformational leadership (TL) has no significant direct effect on brand citizenship behavior (BCB) as (Std. Coef. = 0.11, t-value= 1.401, $p > 0.05$).

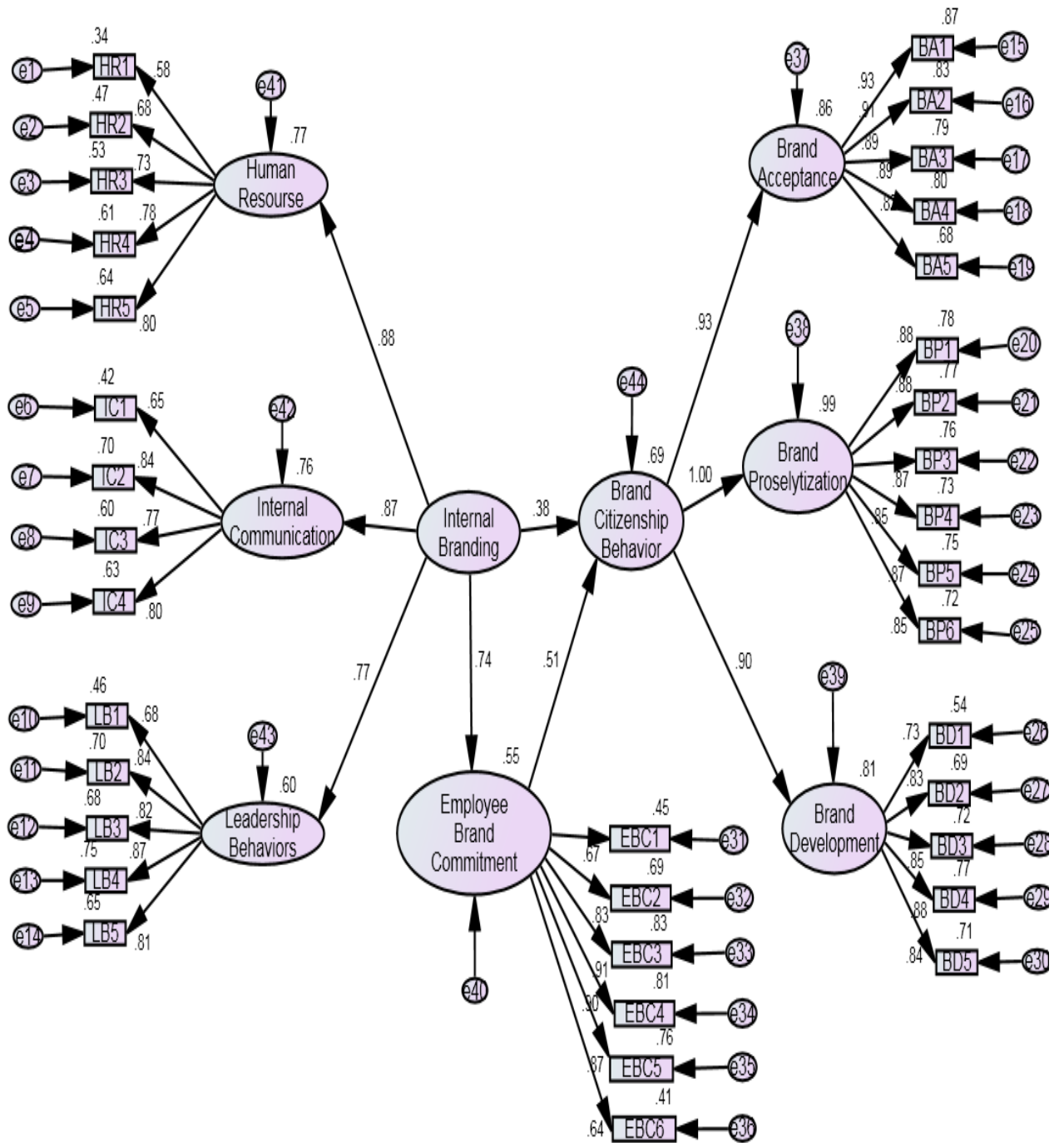


Figure 4. 13: Path Diagram for the Structural Model

4.4 Phase 4: Testing Mediation

4.4.1 The Causal Steps Strategy

Mediation is an indirect effect that occurs when the causal effect of an antecedent variable is transmitted on a dependent variable by a mediator. As a result, a mediating variable proposes additional knowledge about the links between variables (MacKinnon & Fairchild, 2010; Preacher, Rucker, & Hayes, 2007).

The study of Kline (2011) suggested that mediation cannot be statistically defined. Therefore, as an alternative, direct effects between variables can be used to assess a suggested mediational model. Also, through predicting a non-significant direct effect between two variables, the pure mediator exists.

According to Baron & Kenny (1986), an equation should be estimated to regress the mediator effect on the dependent variable. Then another equation should be demonstrated to regress the independent variable effect on the dependent variable. Lastly, a third equation degenerated the effect of the independent variable on both the dependent variable and on the mediator. It is essential to note that each equation using a separate coefficient. Moreover, the three following conditions should be met for a variable to be considered as a mediator. Firstly, the mediator variable must be affected by the independent variable. Secondly, the dependent variable should be affected by the independent variable. Lastly, the dependent variable must be affected by the mediator. If all of the conditions mentioned above occurred in the predicted direction, then the effect of the independent variable on the dependent variable must be higher in the second equation comparing to the third one. The perfect mediation occurs when the independent variable does not effect the dependent variable directly while the mediator is in control.

According to Table 4.24, the three mechanisms of internal branding (the independent variables) which are brand-centered human resource activities, internal brand communication activities, and brand-centered transformational leadership had a significant direct effect on employee brand commitment (the mediator). Also, these three mechanisms of internal branding (the independent variables) had no significant direct

effect on brand citizenship behavior (the dependent variable). Moreover, the employee brand commitment (the mediator) had a significant direct effect on the three measures of brand citizenship behavior (the dependent variable) which are brand acceptance, brand proselytization, and brand development. On the other hand, according to Table 4.24, there is also a significant indirect effect for internal branding mechanisms (The independent variables) which are brand-centered human resource activities, internal brand communication activities, and brand-centered transformational leadership on brand citizenship behavior (the dependent variable). As a result, employee brand commitment (The mediator) fully mediates the relationship between internal branding (The independent variable) and brand citizenship behavior (The dependent variable).

4.4.2 Bootstrapping Strategy

Various strategies are used to assess the significance of indirect effects between variables including the causal steps strategy that used in the previous section. However, according to MacKinnon et al. (2002), the causal steps strategy has low power and does not directly address the hypothesis of interest. Therefore, it is necessary to perform a formal test that shows an effect of the mediator and to clarify that the indirect effect is statistically significant in the predicted direction by the mediation hypothesis (Preacher & Hayes, 2004). Currently, many studies support the use of bootstrapping for evaluating the indirect effects of variables (Bollen & Stinet, 1990; Lockwood & MacKinnon, 1998; MacKinnon, David, Lockwood, & Williams, 2004; MacKinnon & Fairchild, 2010; Preacher & Hayes, 2004; Shrout & Bolger, 2002). In bootstrapping the properties of the projected estimators depends on samples drawn from the original observations (Bollen & Stinet, 1990). Moreover, by using bootstrapping there is no need to assess the shape of the sampling distribution of a statistic (Preacher et al., 2007). For hypothesis testing, if the value (0) lies outside the upper and the lower bounds of the confidence interval, then, the null hypothesis of no indirect effect is rejected (Efron, 1987; Preacher & Hayes, 2008).

The Table 4.25 below shows the results of the mediation test with bootstrapping (based on 1000 samples) which conducted by AMOS 20, yielding 95% bias-corrected confidence intervals (CI) for the relative indirect effects. For all of the internal branding mechanisms' relationships with brand citizenship behavior, confidence intervals (CI) did

not include zero; which means that the indirect effect is significant for all of them. Likewise, for employee brand commitment and brand citizenship behavior, the indirect effect is also significant. These results confirm that employee brand commitment (EBC) is an intervening variable (mediator) which transmits the effect of internal branding mechanisms (IB) (independent variable) to brand citizenship behavior (BCB) (dependent variable).

Table 4. 25: 5% Bootstrapping CI's for the Relative Standardized Effects Based on 1000 Samples

Variables	Indirect Effect 95% CI bias-corrected					
	IB		ECB		BCB	
	LL	UL	LL	UL	LL	UL
EBC	-	-	-	-	-	-
BCB	0.050**	0.219**	-	-	-	-
HR	-	-	-	-	-	-
LB	-	-	-	-	-	-
IC	-	-	-	-	-	-
BD	0.461**	0.609**	0.052**	0.247**	-	-
BP	0.587**	0.718**	0.060**	0.301**	-	-
BA	0.479**	0.620**	0.051**	0.247**	-	-

** Significance level 1%, LL=Lower Level, UL=Upper Level, CI=confidence of Interval.

Chapter V: DISCUSSION & CONCLUSION

5.1 Discussion of Empirical Findings

This chapter represents the discussion of the empirical findings and the results of the research questions. It includes the theoretical and managerial implications of the study, the research limitations, and recommendations for future researches, and the research conclusion. This study aimed to understand the effect of internal brand management on brand citizenship behavior in the banking industry from the employees' perspective. Organizations need to build employee commitment, not only by boosting their morals to feel valued, but also by recognizing that their contribution will make a difference to the whole firm (Garbarino & Johnson, 1999), and by enhancing employees behaviors to support the brand (Yeboah, Ewur, Adigbo, & Asirifi, 2014). According to Meyer & Herscovitch (2001), employees affective commitment is a predictor for many various behaviors. Thus, the first purpose of this study was to recognize the effect of internal branding mechanisms on employee brand commitment. Moreover, Punjaisri & Wilson (2007) suggested in their study that as management can affect employees behaviors to support brand promise through internal communication and training, the positive attitude of employees and brand commitment can also affect their performance. Therefore, the second purpose of this study was to understand the effect of the internal branding mechanisms and employee brand commitment on brand citizenship behavior, which measured by brand acceptance, brand proselytization, and brand development.

Furthermore, Henkel et al. (2007) argued that employees need to respond quickly to customers apprehensions relating to brand values. Thus, while it is essential for employees to understand brand values, they also have to recognize their role in daily activities in building the organization's reputation. As a result, in order to empower employees' brand-oriented behaviors, it is essential to overcome these challenges. According to King & Grace (2008), employees firstly should perceive their relationship with their organization as positive and worth keeping, then they will be able to have a high commitment to their organization. Consequently, this study investigated the role of

employee brand commitment as a mediator variable between internal branding mechanisms and brand citizenship behavior.

Furthermore, few types of research conducted to evaluate the effect of demographic characteristics differences between employees on internal branding mechanisms, employee brand commitment, and brand citizenship behavior. For that reason, this study highlighted the influence of employees' gender, age, education, length of service, income, and job level on their behaviors, and investigated the differences that may exist between each group of employees.

Moreover, this study explored the effect of internal brand mechanisms not only on front-line employees but also it included the rest of the personnel excluding the top level management, and examined variances between the two parties.

5.1.1 Internal Branding Mechanisms (IBM) and Employee Brand Commitment (EBC)

The primary purpose of this study was to examine the relationship between internal branding mechanisms and employee brand commitment. The findings show a significant positive relationship between brand-centered human resource activities (HR), internal brand communication activities (IC), brand-centered transformational leadership (TL), and employee brand commitment (EBC). Remarkable result to emerge from the data; most robust relationship appeared to be between internal brand communication activities (IC) and employee brand commitment (EBC), followed by the relationship between brand-centered transformational leadership (TL) and employee brand commitment (EBC), and lastly, the least strong positive significant relationship is between brand-centered human resource activities (HR) and employee brand commitment (EBC).

Substantiates previous findings in the literature support the results of this study. According to Javid et al. (2016), internal brand management has a positive and significant relationship with brand commitment. While Preez & Bendixen (2015) found that internal brand management significantly effects on employees' brand commitment, job

satisfaction, and intention to stay. Also, the internal brand communication was the most vital contributor to employees' brand commitment.

Consistent with previous studies in other industries, Yang et al. (2015) indicated that internal branding has a significant impact on employee brand commitment in the hospitality industry. Besides, in the retailing industry, Porricelli et al. (2014) revealed that internal brand management is an antecedent of employee brand commitment. Furthermore, a similar conclusion in internal corporate branding reached by (Punjaisri et al., 2009); they found that internal branding is positively associated with employees' affective commitment and with employees' continuance commitment.

A similar pattern of results also obtained in the study of Asgarnezhad Nouri et al. (2016) which conducted in the banking industry. They showed a significant impact of internal brand management on brand commitment. The study illustrated that employees will commit to the bank's brand through developing and strengthening the brand, using internal branding mechanisms.

On the other hand, Kimpakorn & Tocquer (2009) demonstrated contradicted result; their study did not refer to a strong relationship between employees brand knowledge and employees' brand commitment. A possible reason for this result is that employees may not understand their role in delivering the brand promise. Therefore, employees may understand brand values, but this knowledge is not adequate to enhance their commitment to the brand.

There are several possible explanations for the significant relationship found in this study between internal brand management and employees brand commitment. According to Punjaisri et al. (2008), internal branding mechanisms affect employees attitudinally; through brand identification, brand commitment, and brand loyalty. Since internal branding activities develop employees' sense of brand and enrich their feelings of belonging to the brand, on the other hand, internal branding mechanisms are essential to enhance employees' skills, knowledge, and capabilities to deliver the brand promise. Moreover, internal branding activities allow employees to enhance their brand

knowledge, which will impact the level of role clarity along with affecting their sense of attachment to their organization (King & Grace, 2010).

While internal communication activities are fundamental in providing employees with brand awareness, training also plays a vital role in educating employees to adopt brand values (Punjaisri & Wilson, 2011). Besides, in order to build employee brand commitment, it is vital to communicate the brand identity concept to employees by managing brand-oriented communication activities with them (Burmamann & König, 2011). As a result, management needs to use internal branding mechanisms to develop and improve employees' performance (Punjaisri et al., 2009; Punjaisri & Wilson, 2011).

5.1.1.1 Brand-Centered Human Resource Activities (HR) and Employees Brand Commitment (EBC)

The present study confirmed the findings which refer to the existence of a significant positive effect of brand-centered human resource activities (HR) on employee brand commitment (EBC). Human resource practices include planning, recruiting, selecting, hiring, training, performance appraisal, internal communication, feedback, motivating, and developing employees values to align with the brand values (Al-Shuaibi et al., 2016; Alshuaibia & Shamsudinb, 2016; Aurand et al., 2005). According to the results of this study, training is the most critical activity that helps employees to understand the brand value. This result ties well with previous studies wherein organizational training not only deliberated as vital resource to ensure that employees have sufficient skills to perform their job, but also a key to their success that surge the consistency of service provided, and a mean to increase employees' control over encounter (King & Grace, 2012). A similar pattern of results obtained in preceding studies. Training found to positively associate with employee affective and continuance commitment (Garas, Mahran, & Mohamed, 2018). Also, training along with effective internal communication suggested ensuring employees' ability to deliver the brand promise. Training programs which include brand-specific skills to improve employees' performance will espouse their identification and commitment to the brand (Punjaisri et al., 2009, 2008).

In line with previous studies, this study found that brand values reinforced through internal communications as a part of human resource activities in internal branding. A simplified explanation is that a robust human resource system allows employees to understand their role, and to elucidate the way their attributes accumulate to influence organizational effectiveness and promote shared values and perceptions (Bowen & Ostroff, 2004). Another promising finding was that employees reflected that the skill set necessary to deliver brand values is well-thought-out in staffing decisions. One possible reason for this finding is that employees job satisfaction and commitment to their organization will increase by increasing the willingness of the firm to act according to the best interest of employees. As a result, by emphasizing positive partnership strategies, employees are more likely to trust their firm (Yeh, 2014).

These findings corroborate the viewpoints of Delery & Gupta (2016), who suggested that human resource management practices improve each other's effectiveness. Specifically, by selecting the right staff, applying the performance-based pay, and allowing employees to participate in decision making, a higher level of organizational effectiveness will be achieved. Nevertheless, it is a challenge to management to assess the employees' values fitting with the organization and along with the brand. Therefore, it is essential to have a probation period for employees to pass after they employed in order to enhance and evaluate their knowledge of understanding the brand values (Punjaisri & Wilson, 2007).

However, the findings of the current study did not support the previous study of King & Grace (2012), which suggested that organizational socialization – a process that contains four main areas; job training, understanding, co-worker support, and prospects- has a significant positive effect on brand citizenship behavior, but not with brand commitment. A possible explanation for this might be that while providing employees with applicable guidance about their actions through training programs, communication of brand values and co-worker, there is uncertainty that these practices will prompt an effective reaction or attachment to the brand. Since, organizational socialization focused more on “how to do” of the brand, instead of “how to feel” about the brand.

Additionally, brand-centered human resource management found to have a positive effect on brand commitment (Chiang et al., 2018) and brand psychological ownership (Chiang et al., 2012). Moreover, prior studies revealed that brand knowledge has a significant positive effect on brand commitment (Shaari et al., 2012), and employees acknowledgment found to be critical for their success (King 1& Grace, 2008). Besides, the quality of training helps to predict the employees' perception and job satisfaction (Roper & Davies, 2010). As well as, brand-oriented training significantly affect employee brand commitment by providing the employee with a definite feeling of being a valuable team member (Burmam & König, 2011). Therefore, a significant positive effect of brand-centered human resource activities (HR) on employee brand commitment (EBC) was an expected finding for this study.

5.1.1.2 Internal Brand Communication Activities (IC) and Employee Brand Commitment (EBC)

The results of the study found explicit support for the positive and significant effect of internal brand communication activities on employee brand commitment. Precisely, the internal brand communication activities demonstrated the most powerful effect on employee brand commitment comparing to the other two internal branding mechanisms. Internal brand communication activities are fundamental to provide employees with the brand knowledge (Punjaisri & Wilson, 2011). While it is imperative to select the communication channel for employees depends on their preference (Ruck & Welch, 2012), the results highlighted the importance of an informed brand mission during group meetings. Another promising finding was that the brand mission and its promise constantly reinforced during the briefings. The results also confirmed the importance of employees' understanding of their role in the brand mission. This study also showed that it is essential to provide employees with all vital information to support their skills in providing services consistent with the brand expectations.

The findings are directly corresponding to previous findings. In the study of Preez & Bendixen (2015) they stated that internal brand communication is the most critical contributor to internal brand management. Moreover, Burmann, Zeplin, et al. (2009) argued in their study about the critical determinants of internal brand management

success, that internal communication is the most influencer on brand commitment. Nevertheless, the highest efficiency can be achieved when the three internal branding mechanisms are employed together — similar pattern of results obtained in the research of Punjaisri & Wilson (2007). In their study, they indicated that internal communication has the most substantial effect on employees in performing their role of promise-keeping.

Furthermore, these results match those observed in other earlier studies. In the study of Garas et al. (2018), they revealed that internal communication positively associated with employee affective and continuance commitment. While Burmann & König (2011) also confirmed that brand-oriented communication significantly influences brand commitment, they found that direct communication had the most influence on employee brand commitment. There are several possible explanations for this result. Internal communication considered as a key to providing employees with information and knowledge about their role (Punjaisri et al., 2008). Besides, internal communication strategies allow the employee to be an effective communicator (Mazzei, 2014). Thus, employees who understand their role in delivering the brand promise and have adherence to their organization, are more willing to derive organizational benefit through their behaviors (King & Grace, 2010)

5.1.1.3 Brand-Centered Transformational Leadership (TL) and Employee Brand Commitment (EBC)

The findings of the study highlighted the significant positive effect of brand-centered transformational leadership on employee brand commitment. These results extend the knowledge of the critical role of leadership in enhancing employees brand commitment, improving their performance, and demonstrating brand citizenship behavior (Tracey & Hinkin, 1996).

The findings of this study appear to be well substantiated by previous researches, which show that transformational leadership has a direct and significant effect on employees' psychological empowerment and organizational commitment (Han, Seo, Yoon, & Yoon, 2016; Terlav et al., 2016). It is encouraging to compare these results with the findings of T.-J. Chen & Wu (2017). They found that transformational leadership

behavior had an impact on a leader-membership exchange, which sequentially effects on employees' psychological contract breach which also, in turn, leads to lower turnover intentions. Moreover, consistently with the present results, the study of Namasivayam et al. (2014) demonstrated that leader empowering behaviors affecting employees' psychological empowerment, influence employees satisfaction, successively leads to a higher organizational commitment, and evolving customer satisfaction.

There are several possible explanations for the previous results. Transformational leadership supports followers' willingness for achievements and self-actualization. Inspirational leadership and idealized command exhibited when leaders have a clear vision with a desirable articulated future, and by being a role model who is setting an example to follow. The leader represents assignments for employees as opportunities for development and growth (Bass, 1999). Furthermore, follower opinions of leader power are directly impacted by transformational leadership and this relationship found to be mediated by openness and role clarity (Tracey & Hinkin, 1996). Therefore, the active communication style of managers positively affects employees relational outcomes (Men, 2015). Also, the leader communication skills positively affect organizational performance and organizational learning (Imran et al., 2016; Johansson, Miller, & Hamrin, 2014). Moreover, transformational leadership behaviors activate employees' intellectual stimulations that support leaders in developing a clear vision and inspiring employees to generate creativity, which consecutively leads employees to find new ways to approach problems. As a result, organizations can support their employees' creativity by enhancing managers' transformational leadership style (Çekmecelioğlu & Özbağ, 2016). Managers are responsible for presenting organizational core values in their behaviors, while creating an organizational culture where their commitment leads to employees' commitment (de Chernatony & Segal- Horn, 2003).

Although the results of this study differ slightly from this of Pahi & Ab. Hamid (2015), which argued that employee commitment to service quality has a positive relationship with transformational and transactional leadership styles, while the laissez-fair style of leadership does not affect employee commitment to service quality. However, in line with the findings of this study, Morhart et al. (2009) indicated that brand specific

transformational leadership is more effective than brand specific transactional leadership for enhancing brand building behaviors among employees. Since brand specific transformational leadership enhances employees' in-role and extra-role behaviors and decrease turnover intentions as it works through an intrinsic motivation process, brand-specific transactional leadership merely motivate employees to comply with their role as brand advocates; as this approach using an extrinsic motivation process (Morhart & Herzog, 2010).

5.1.2 Employee Brand Commitment (EBC) and Brand Citizenship Behavior (BCB)

The results of this study indicated that there is a positive and significant relationship between employee brand commitment and brand citizenship behavior. It is interesting to note that employee brand commitment found to have a substantial effect on all of the three dimensions of brand citizenship behavior; which are brand acceptance, brand proselytization, and brand development. As mentioned previously, the highly committed employee tends to accept the organization's values, shows compliance, and acts upon the organization's benefits. Therefore, it is not surprising to realize that committed employees are exhibiting positive attitudes and behaviors toward the brand, seeking to satisfy external customers and communicate effectively with stakeholders (Burmam & Zeplin, 2005; Punjaisri & Wilson, 2011).

These results also agreed with the findings of other studies, were employee brand commitment found to have a significant relationship with brand citizenship behavior (Burmam, Zeplin, et al., 2009; Piehler et al., 2016). Also, Garas et al. (2018) stated that employee affective commitment and employee continues commitment positively associated with brand supporting in-role and extra-role behaviors. Besides, Porricelli et al. (2014) findings showed that employee brand commitment is an antecedent of brand citizenship behavior. The result of this study and the previous studies expected since employee commitment considered a determinant of organizational success, and committed employees also seem attached to the brand. Therefore, employees' attachment and feelings of belonging to their organization enhance their capability of performing, not only for in-role duties but also for extra-role duties, so to actualize the organization's goals (King & Grace, 2008).

However, the findings of the current study are in contrast to earlier findings. The study of Preez et al. (2017) showed the absence of brand proselytization as a component of brand citizenship behavior among frontline employees. According to Porricelli (2013), the brand enthusiasm/proselytization refers to employees' tendency to do extra tasks related to the brand. Therefore, a possible explanation for the results of Preez et al. (2017) is that the industries in which the organizations of the study runs, and their human resources and marketing activities may be responsible for this difference. However, the main reason for the absence of brand enthusiasm/proselytization possibly will be that most of the respondents were frontline employees whose salaries are usually meager.

Moreover, in the study of Porricelli et al. (2014), only both brand acceptance and brand development were present as components of brand citizenship behavior. They explained these findings as it maybe because customers buy a portfolio of national brands at a supermarket. Also, they do not regularly purchase goods with the retailer's corporate brand on the label.

In general, it is clear that the findings of this study about the significant effect of employee brand commitment on brand citizenship behavior are consistent with most of the previous researches in the literature, that also showed a strong relationship between these variables.

5.1.3 Internal Branding Mechanisms (IBM) and Brand Citizenship Behavior (BCB)

Contrary to expectations, this study did not find a significant direct relationship for any of the internal branding mechanisms with brand citizenship behavior. However, results referred to the existence of a significant indirect effect for brand-centered human resource activities (HR), internal brand communication activities (IC), and brand-centered transformational leadership (TL) on brand citizenship behavior.

The findings of the current study are in contrast with most of the earlier findings. In the study of Yang et al. (2015) about the effect of internal branding on employee brand commitment and behavior in hospitality, they showed that internal branding had a significant impact on employee brand behavior. The same results also found by Javid et

al., (2016), Preez et al. (2017), and Punjaisri et al., (2009), as they demonstrated that internal branding has a positive impact on employees' behaviors in the delivery of the brand promise. According to Punjaisri et al. (2009), internal branding had absolute power over the employee's behaviors in align with delivering the brand promise. Although, this study's results differ from the findings of Porricelli et al., (2014) who showed that internal brand management is an antecedent of brand citizenship behavior.

Moreover, the findings refute the additional previous results described in the literature. According to Piehler et al. (2016) brand understanding has a significant positive direct relationship with brand citizenship behavior. Also, Chiang et al. (2012) and Chiang et al. (2018) found that brand-centered human resource management has positive effects on brand psychological ownership and brand citizenship behavior.

Apart from this discrepancy, the results of this study share some similarities with the findings of Chang, Nguyen, Cheng, Kuo, & Lee (2016), which showed that human resource practices might not necessarily contribute to citizenship behavior. Also Garas et al. (2018) in their study about internal corporate branding impact on employees' brand supporting behavior, they indicated that internal branding did not have a significant direct impact on employees' in-role and extra-role behavior. Nevertheless, the impact of internal branding exists through employees' role clarity and affective commitment.

The non-existence of a significant direct relationship between internal branding and brand citizenship behavior was unexpected. Nonetheless, it is important to realize that there is a strong significant indirect effect for internal branding on brand citizenship behavior. This result may be explained by the fact that it is a key to distinguish between the technical information provided to employees about customers through traditional human resource activities which develop their skills and knowledge, and the employees' perception as to the extent to which the organization values their contribution. When the organization concerns about employees' ability of how to do their jobs and cares about their needs to perform their tasks effectively, then employees understand these actions as an admiration for their impact on organization goals. As a result, it is critical to reinforce employees to act in a confident and motivated way by focusing on long-term benefits for employees and organization by increasing employee commitment and emotional

attachment to the brand. Therefore, a synergy will be created between the employee and the organization, as well as employee commitment will be considered a care factor for the organization (King & Grace, 2008). For that reason, according to the findings of this study, employee brand commitment has a strong indirect significant relationship with brand citizenship behavior. Also, employee brand commitment fully mediates the relationship between internal branding mechanisms and brand citizenship behavior.

5.1.4 The Mediation Role of Employee Brand Commitment

Surprisingly, according to the findings of this study, employee brand commitment fully mediates the relationship between internal branding; including the three internal branding mechanisms, and brand citizenship behavior. The evidence from this study suggests that neither brand-centered human resource activities (HR) and internal brand communication activities, nor brand-centered transformational leadership (TL) have any effect on employees' in-role behavior or extra-role behavior without the existence of employee brand commitment (EBC).

The results of this study compared to the findings of previous work. The study of Yang et al. (2015) demonstrated that employee brand commitment partially mediates the relationship between internal branding and brand citizenship behavior. Also, Garas et al., (2018) showed that employee role clarity and employees' affective brand commitment partially mediate the relationship between internal branding and brand supporting behavior. Moreover, Preez et al. (2017) found that brand commitment partially mediates the relationship between job satisfaction and brand citizenship behavior. Besides, in the study of Chiang et al. (2018), they found that person-brand fit and brand commitment mediates the relationship between brand-centered human resource management and brand citizenship behavior. Also, Shaari et al. (2012) found that the relationship between brand knowledge and brand rewards, and brand citizenship behavior partially mediated by brand commitment. Also, the findings of this study are supported by the study of Piehler et al. (2016) who found that employee brand commitment and brand identification are partially mediate the relationship between brand understanding and brand citizenship behavior.

On the other hand, some earlier studies have contradicted findings with this study. According to Punjaisri et al. (2009) employee brand commitment neither does have a significant relationship with employees' brand performance nor acts as a mediator between internal branding and employee brand performance. Besides, Punjaisri & Wilson (2011) stated that brand commitment is not having a mediating effect with the extent to which employees behave to deliver the brand promise.

This result of this study may be explained by the fact that if employees believe in the brand, it will affect their attitudes and behaviors (Miles & Mangold, 2005; Papasolomou & Vrontis, 2006). When employees' recognize the brand, this recognition will influence brand loyalty and brand commitment, and such an approach will impact employees brand citizenship behavior (Punjaisri et al., 2009). In order to have a successful service brand, it is essential for employees to have a clear knowledge and deep understanding to enhance brand commitment (Vallaster & de Chernatony, 2006). Thus, brand value awareness will enable employees to comprehend the brand vision (Miles & Mangold, 2004). Moreover, when an organization develops employee brand commitment, they will bring this commitment into their work through their interaction with customers and their performance (Aurand et al., 2005). Therefore, employees will work to achieve organizational goals and align the brand values with their behaviors (Chernatony et al., 2003; Piehler et al., 2016). According to Chernatony et al. (2004), human resource activities and brand communication are essential to the success of a service brand. As such, in the service brand, it is important for the organization to ensure consistency of functional and emotional values while delivering the brand promises across all of the contact points with stakeholders. Through employees behavior, the customers' brand experience will be created (Chernatony & Segal-horn, 2001). Thus, this experience will affect significantly on brand equity (King & Grace, 2009). By embedding the values and the spirit of the brands, employees will convey their brand commitment through their behaviors and performance (Punjaisri et al., 2009; Punjaisri & Wilson, 2011).

5.1.5 Employees Demographic Differences

One of the most important questions of this study was to explore if there are some effects for the demographic differences among employees on their perspective on internal

branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB). The demographic factors that included in this study are employees' gender, age, marital status, educational level, years of experience in the bank, job level, income, and finally employees' contact with customers. According to Punjaisri & Wilson (2011) personal variables such as age, education, and length of services, in addition to situational factors like the relationship of employees with their managers and coworkers, found to act as moderating variables that effect in the internal branding process.

According to the finding of this study, there was no significant difference between male and female employees for their perspective on internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB). However, for only one mechanism of internal branding which is brand-centered transformational leadership (TL), females' results were higher compared to male employees. One explanation for this result may be that women are more agreeable and less assertive comparing to men (Feingold, 1994). The findings are consistent with previous studies (Pourghaz, Tamini, & Karamad, 2011; Rabindarang, Khoo, & Yin, 2014; Salami, 2008). On the other hand, some previous studies found contradicting results (Affum-osei, Acquah, & Acheampong, 2016; Kumasey, Delle, & B.Ofe, 2014). In the study of Abdul-Nasiru, Mensah, Amponsah-Tawiah, Kwesi Simpeh, & Kumasey (2014) they stated that males are more committed than their female counterparts. They explained their results that in some societies men are considered as the breadwinners for their families, and women are homemakers. However, the Palestinian society in where this study had conducted, there is no difference between the role of a man and the role of a woman. Both are considered equal, and this may explain the results of this study which found no difference for internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB) according to employee's gender.

Moreover, for employees from different age groups, all groups have a high perspective on internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB). Nevertheless, this study found that employees from the age group of (46 or above) have more brand commitment comparing to the other three lower age groups. The findings of this study are consistent with the findings of prior studies

(Abdul-Nasiru et al., 2014; Affum-osei et al., 2016; Rabindarang et al., 2014). These findings possibly because older employees have fewer job opportunities compared to younger employees. Moreover, older employees invested more years and effort in the organization comparing to younger employees. Also, their intention for turnover reduces as time is passing (Affum-osei et al., 2016; Rabindarang et al., 2014).

Also, findings showed no difference in the effect of the marital status of employees on their perspective about internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB). These findings are consistent with the study of Rabindarang et al. (2014) which revealed that there are no significant differences between the marital status of employees on organizational commitment.

Also, the findings showed no difference in effect for the educational level of employees on their perception for internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB). Interestingly, these findings are in contrast with previous studies, which stated that high educational qualification might lead to high commitment level (Affum-osei et al., 2016; Amangala, 2013). However, the findings were consistent with the study of Rabindarang et al. (2014) which revealed that there are no significant differences between educational qualification on organizational commitment.

Another exciting finding appeared in this study. Employees with years of experience of 15 years or more in the bank, showed a more favorable perception for internal branding activities and brand commitment. These results are also consistent with the findings of previous studies (Abdul-Nasiru et al., 2014; Amangala, 2013; Salami, 2008). The results may be for the reason that the long period employee spent in the organization, the more opportunity he/she has in order to develop the sense of belonging (Joiner & Bakalis, 2006).

Furthermore, the results of this study revealed that middle management employees had a significant difference on their perspective on internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB) comparing to the entry-level and supervisor positioned employees. The finding showed a favorable perspective among

middle management employees for internal branding mechanisms, especially for internal communication brand activities. Also, middle management employees appeared to have a higher level of brand commitment and brand citizenship behavior specifically for brand acceptance. On the other hand, the findings contradicted with the findings of Kumasey, Delle, & B.Ofe (2014), as they stated that there is no statistically significant difference in organizational commitment between managers and non-managers.

According to employees' income, there was a significant difference between employees with different income on their perspective on internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB). Also, employees with good to high income between \$2000 and \$4000 showed better perspective for internal branding and brand citizenship behavior. Besides, employees with the highest income (\$4001 and more) show the better perspective for employee brand commitment but they were not the highest in their perspective for brand citizenship behavior.

These findings aligned with the results of Kee, Ahmad, & Abdullah (2016). Their study showed a moderate positive relationship between the salary system and organizational commitment. According to Abdullah & Ramay (2012), there is a positive correlation between pay satisfaction and organizational commitment. Thus, if an organization used salary as one of the strategies in motivating the employees, it might lead to higher organizational performance (Tella, Ayeni, & Popoola, 2007).

These findings contradicted with the study of Ogba (2008), which showed that employees with high income are less committed to their organizations comparing to employees with lower income. The reason for this result as explained by Ogba (2008) is that employees are committed to their organization not because of the income but because of other intrinsic and extrinsic factors.

Interesting findings showed in this study. Employees with contact with customers differ significantly from their other colleagues and have a much favorable perspective for internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB). These findings are in contrast with the results of Preez & Bendixen (2015) which found that there is no significant difference between frontline staff and

support staff except for job satisfaction and brand commitment which were higher for support staff. They explained that this slight difference might exist because support staff in the organization is usually promoted through the ranks, starting by customer service agent to their current support position.

According to Hsieh (2016), in the financial industry, there are positive effects for frontline employee sentiment on the financial performance and non-financial performance of the organization. Moreover, customers will feel more satisfied, and they will engage in citizenship behaviors when frontline employees revealed their brand citizenship behaviors (Chiang et al., 2018). However, Bowen (2016) recommended that organizations provide proper training programs for all employees to enhance their social interactions skills.

5.2 Theoretical Implication

This study has gone some way towards enhancing the understanding of the holistic model for internal brand management in the banking industry. This study investigated the role of brand-centered human resource activities, internal brand communication activities and brand-centered transformational leadership, and their effect on employee brand commitment and brand citizenship behavior.

These findings add to a growing body of literature on the role of employee brand commitment as a full mediator between the three internal branding mechanisms and brand citizenship behavior. The empirical findings in this study provide a new understanding of the internal system that must be built carefully by the organization. Thus, the organization will enhance the role of employees as the brand advocate, and will be able to explore the different ways in which the brand values can be adopted by employees.

Different frameworks of internal branding model have been proposed in the literature (Burmam & Zeplin, 2005; Punjaisri et al., 2008). However, many debates appeared to differentiate between internal branding for goods and internal branding for services. This study used the holistic model of Burmann & Zeplin (2005). Their model mainly had been developed based on a review of previous research in the fields of brand management and by conducting interviews with brand experts and professionals. Then, Burmann, Zeplin, et al. (2009) established another study to investigate the same holistic

internal branding model by inviting cross-sectional industry sectors to participate in the explored sample.

However, the lack of in-depth investigation about the internal branding process and antecedents of brand citizenship behavior for the banking sector, had provided this study- giving the size of the sample, and the number of the participated banks in the targeted country- with an opportunity to provide further evidence for the working mechanisms for enhancing employees brand commitment.

Additionally, this study provides a blueprint of the fundamental role of employee brand commitment to the success of the brand and the organization as a whole. Surprisingly, employee brand commitment discovered to be a full mediator between internal branding mechanisms and brand citizenship behavior. The results of the tested hypotheses of this study showed that no direct relationship is existing between any of the internal branding mechanisms and brand citizenship behavior.

Furthermore, this study took a further step by using a statistical bootstrapping technique to assess the significance of the indirect effects between variables. Regularly, previous studies used the causal steps strategy to explore the mediating role of employee brand commitment in the internal branding process. However, arguments had illustrated that the causal steps strategy has low power and does not directly address the hypothesis of interest (MacKinnon et al., 2002). Therefore, the present study did not rely on the causal steps strategy to explore the role of employee brand commitment. Therefore, this study contributes additional evidence by using the bootstrapping strategy to confirm that employee brand commitment (EBC) is a full mediator that transmitting the effect of internal branding (IB) to the brand citizenship behavior (BCB).

The empirical findings in this study provide a new addition to the literature for the effect of demographic differences among employees on their varying perspectives about internal branding mechanisms, employees' brand commitment and supporting brand citizenship behavior. This study found that employees' job position, contact with customers, and years of experience affect their perspectives for all the variables of this study. Interestingly, employees' gender, marital status, and educational level found to

have no effect on employees' perspectives on internal branding mechanisms, employee brand commitment, and brand citizenship behavior. While this study found that employees with the higher income had the better perspective for brand commitment, it discovered that the same employees with the higher income did not have a similar strong perspective on brand citizenship behavior comparing to the other less monthly income employees.

In this study, insight has gained about the internal branding mechanisms and process in order to create employees brand supporting behaviors. Furthermore, the study provides more knowledge for the role of brand-centered human resource activities, internal brand communication activities and brand-centered transformational leadership on enhancing employee brand commitment.

Regarding internal branding literature and theories, this study highlighted the role of employee brand commitment as a full mediator between internal branding and brand citizenship behavior. However, the non-existence of a direct relationship between internal branding mechanisms and brand citizenship behavior need to be considered while developing an internal branding model and plans for the organization. Finally, the present study explored the different brand supporting behaviors which arisen through employee brand commitment and internal branding mechanisms inside the organization. This study found that brand acceptance, brand proselytization, and brand acceptance are three main brand citizenship behavior in the service brands.

5.3 Practical Implication

This study aimed mainly to understand the effect of the internal branding mechanisms on brand citizenship behavior from the employees' point of view. This study has significant implications for the banking industry, as well as for the other service and hospitality sectors. The findings of this study suggest several courses of action for building a successful internal branding process, that enhancing employee brand commitment and developing brand citizenship behavior.

Branding is a process of leveraging brand equity by creating a strong relationship between the brand and customers (Kimpakorn & Tocquer, 2010). While brand equity refers to the positive and robust relationship between customers and brand (Yoo et al.,

2000), managers requisite to measure this significant equity. Therefore, primarily it is essential to building a brand-oriented culture to support the alignment between employees values and brand values (Baumgarth & Schmidt, 2010; Urde et al., 2013). Also, it is critical to demonstrate brand supporting behaviors through employees believes and attitudes (Judson et al., 2006).

In general, each organization needs to ensure consistency in delivering the service. Thus, promoting a shared set of brand values between employees is required to support an original brand image (Matanda & Ndubisi, 2013; Shaari et al., 2012). The results of this study support the previous researches findings of the importance of internal branding process to all of the organizational members. Therefore, the first implication of this study is to draw a profound understanding of the importance of directing the internal branding mechanisms for all employees regardless of their job level. This study found that new-entry employees, supervisors, and managers are affected by internal branding activities, which also affected their commitment and their brand supporting behaviors. Thus, the organization needs to understand the effectiveness of the internal branding mechanisms for each employee, nevertheless of their job level or position.

Moreover, interestingly this study stated that employees who have contact with customers differ significantly from their peers who are working in a position that do not include any contact with customers; they have a much favorable perspective for internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB). Therefore, managers need to investigate why an employee who is having contact with customers is affected more by internal branding mechanisms. As well as management must know how to enhance brand commitment and brand citizenship behavior for employees who are not having contact with customers.

According to Buil et al. (2018), transformational leaders in the hospitality industry are more effective in developing the performance of frontline employees and in encouraging them to exhibit out-role behaviors, for the reason that they enhance their followers to increase their organizational engagement, because they identifying themselves with their organizations. Therefore, it is essential to ensure that frontline

managers understand which behaviors are impact customers by designing training programs for employees in leadership positions within the organizations. These training programs will enhance employees awareness for the appropriate behaviors that increase customer satisfaction (Namasivayam et al., 2014).

This study has gone some way towards enhancing the understanding of the brand-centered human resources activities (HR) as an internal branding mechanism, and its effect on employee brand commitment to developing brand supporting behaviors. Therefore, the present findings might suggest several courses of action in order to ensure the best set of actions to support brand-centered human resources activities. The organization has to hire the right applicant by select, recruit, and promote employees who have a high personal Identity-brand identity fit (Preez & Bendixen, 2015). Besides, the brand-centered human resources activities (HR) need to support employees and enhance the connection between them in order to practice their job effectively and in alignment with the organizational values (Björkman et al., 2014). Moreover, managers need to realize the importance of brand awareness programs and specialized training for employees, so they will be able to enhance their brand understanding, increase their commitment, and job satisfaction (Kang, 2016).

Another important finding of this study was the effect of internal brand communication activities on employee brand commitment and brand citizenship behavior. The results stated that internal brand communication activities have the most effect on employees comparing to the other two internal branding mechanisms. Therefore, managers need to recognize the effect of internal brand communication activities on increasing employees' brand knowledge and developing a successful brand image. Moreover, managers have to discover the employees' favorite channel of communication in order to ensure the effectiveness of the internal branding activity in their organization. Also, managers have to make sure that they are sending consistent messages to the employees about the brand values. Thus, employees will be able to live the brand and to trust their management (Teroglav et al., 2016). Besides, internal communication activities are essential to link the organizational system and practical procedures with employees'

understanding of brand values. Therefore, managers have to be transparent with their messages and conversation while connecting with employees.

Furthermore, internal communication activities include the managers' behaviors, practices, and their position as a role model for the other employees. As a result, employees will be convenient with the brand values and work effectively in line with them. Accordingly, employees will perform in-role tasks as well as expanding their effort to develop extra-role tasks, and enhancing brand citizenship behaviors in the organization.

Moreover, the present study found that brand-centered transformational leadership (TL) positively and strongly affect employee brand commitment and support brand citizenship behavior. The results indicated that transformational leadership has a significant impact on employees' brand engagement, as well as supporting their skills in delivering the brand promise to customers. Therefore, the evidence from this study suggests that leadership is a crucial source for delivering the brand message and supporting internal branding concepts between employees. The leaders are responsible for creating employee brand commitment, so while leading, they need to create brand-oriented style that connects effectively with the brand. As a result, they will create trust and confidence between employees and organization, support the psychological attachment of employees with the brand, enhance their job satisfaction, decrease employee turnover, and improve employee brand supporting behaviors. According to Morhart et al. (2011), managers have to make a shift from transactional to a more transformational leadership philosophy. As this study showed the importance of transformational leadership as part of the internal branding process, managers have to develop their managerial skills and adopting the transformational leadership style between managers. Therefore, managers need to attend specialized training and courses that enable them to empower their leading transformational skills, motivate employees, deliver a clear vision, build a brand-oriented culture, and enhance trust-based relationships between employees, managers, and organization.

The findings of this study have considerable managerial implications regarding employees' brand commitment. Interestingly, this study revealed the role of employees'

brand commitment as a full mediator between internal branding mechanisms and brand citizenship behavior. On the whole, employees' brand commitment is related to employees understanding of brand values and brand knowledge. While employees exposed to different internal branding activities, they will develop an emotional bond with the brand and align their behaviors and attitudes with the brand values. Since, brand commitment effect on employees' behaviors of brand development, brand proselytization, and brand acceptance, therefore, employees' performance in work will be determined by the level of their organizational commitment (King & Grace, 2012). Thus, it is essential for the organization to work toward enhancing employee brand commitment by starting from improving the internal branding mechanisms; by supporting employees' understanding of the brand-centered human resources activities (HR) including hiring the right people and developing brand awareness programs and training for employees (Kang, 2016). Also, enhancing the effectiveness of internal brand communication activities by increasing employees' brand knowledge, and sending consistent and clear messages. Moreover, as mentioned before, brand-centered transformational leadership (TL) positively effect on growing employee brand commitment, enhancing their brand engagement behaviors, and developing their brand supportive skills. Therefore, leaders are responsible for creating a brand-oriented environment, building confidence between employees and brand, inspiring employees, and offering support and inspiration.

Furthermore, this study has significant practical implications related to employees' demographic characteristics and their relationship with the effectiveness of internal branding mechanisms, employee brand commitment, and brand citizenship behaviors. This study found that employees from all age groups have a favorable perspective for internal branding (IB), high employee brand commitment (EBC), and brand citizenship behavior (BCB). However, this study stated that employees from the age group of (46 or above) and employees with 15 years of experience or more in the bank, had more brand commitment comparing to the other employees. Therefore, this study encouraging organizations to take into consideration the age of the employee and their years of experience while structuring specialized training programs for enhancing employee brand commitment and brand citizenship behaviors. Also, the study showed that middle management employees had a significant difference in their perspective on

internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB) comparing to the entry-level and supervisor positioned employees. Therefore, it is essential to focus on entry-level employees and supervisors' requirements while adopting brand-centered human resources activities. Also, management should ensure that these employees are understanding well the different activities of internal communication and accepting the brand values. Besides, middle and high-level managers need to have sufficient transformational leadership skills that allow them to be flexible and considerable with the diverse nature of employees.

Moreover, the findings showed a favorable perspective for internal branding (IB), high level of employee brand commitment (EBC), and brand citizenship behavior (BCB) for employees with good to high income. Therefore, it is essential to review the income scale for the organization and its relationship with employee brand commitment and employee performance. While the employees with the highest group income show the better perspective for employee brand commitment, the same group did not show the higher perspective for brand citizenship behavior. Therefore, it is essential to investigate the relationship between the income and employees' behavior after a specific level of income. Finally, internal branding mechanisms should focus on all employees. However, the findings revealed that employees who have contact with customers had a significantly favorable perspective for internal branding (IB), employee brand commitment (EBC), and brand citizenship behavior (BCB) comparing to the other employees which have no contact with customers. Therefore, internal brand activities inside the organization should focus on increasing awareness between all employees- regardless of their job position- about the effect of brand values and brand supporting behaviors and their impact on brand equity and organizational performance, including employees who are not working with customers, in order to strengthen their commitment and enhancing their brand supportive behaviors.

5.4 Limitation of the Study

This study extended the knowledge on the effect of internal branding on employee brand commitment from the employee's point of view. However, like all researches, findings have some limitations that should be acknowledged. These limitations provide

boundaries within which areas the results can be applied. On the other hand, limitations provide suggestions and opportunities for future studies to explore new topics.

While this study conducted in a major service industry which is the banking industry, this industry does not represent all the types of services. As a result, the external validity might be an issue for generalizability of the results to other service industries. Therefore, there is a need to replicate this study using other service industries to extend the generalizability of the findings.

This research asked the employees of the banks to illustrate their point of view regarding the scaled items. However, the answers represent their self-reported attitudes for internal branding mechanisms, brand commitment, and brand citizenship behavior. For this reason, it is difficult to ensure that participants indeed revealed their own beliefs and attitudes.

Furthermore, the banks' culture where the research conducted, had a positive reputation about providing a high level of satisfaction for customer and employee. Thus, employees may answer some answers positively only to maintain the image of their banks. As a result, response bias may be a limitation for this study.

Furthermore, this research focused on the Burmann & Zeplin (2005) model of the holistic internal branding process. However, internal branding is a cross-functional process (Burmann & Zeplin, 2005; King & Grace, 2008; Punjaisri & Wilson, 2011; Vallaster & de Chernatony, 2006). Therefore, this study was not able to investigate all the factors affecting employees' attitude and behaviors toward the brand; like brand trust, employee-organization fit, brand loyalty, employee know-how. Nevertheless, these concepts may moderate the relationship between internal branding, brand commitment, and brand citizenship behavior. Also, it is possible that the model may need further investigation. Nonetheless, this model contributes to the theoretical and practical implications of this topic.

Additionally, this study focused on the employees' perspective on internal branding, brand commitment, and brand citizenship behavior. However, according to

Podsakoff, MacKenzie, Lee, & Podsakoff (2003), it is important to avoid method bias and variances by collecting measures of the predictor and criterion variables from different sources not only the bank's employees. Therefore, using managers' evaluation or customer feedback to reflect employees' brand behaviors, will reduce the effects of consistency motifs and implicit theories that effect on respondents' ratings in a variety of different domains, including ratings of leader behavior. As a result, considering other perspectives makes it hard for the respondent to disposition the observed relationship between the predictor and criterion variable. Besides, to avoid this kind of problem, longitudinal data can be used to collect the data. However, given the time and effort constraint, the researcher was not able to identify other parties' perspective, or to ask the same employee the same questions in another upcoming period.

5.5 Suggestions for Future Research

While this study contributes to the literature of internal branding and brand citizenship behavior, future research in several areas might conduct in the following topics.

This study which based on the theoretical model of Burmann & Zeplin (2005), was applied in the banking industry to investigate the relationships between internal branding, brand commitment, and brand citizenship behavior. However, future researches might use the same model to explore other service industries or even in other countries, to provide more useful insights, and to support the generalization of this research's findings and results.

Moreover, this research identifies some factors that affect employees brand related behaviors. However, other factors might also play a significant role in employees' attitude and citizenship behavior; like employee-organization fit, culture, brand trust, and employee know-how. Besides, customer brand relation and its effect on employees and brand may further analyzed in the future researches.

This research employed a quantitative methodology to collect data from employees in the banking industries. However, future researches might find new insights by consider developing a qualitative methodology to deeply understand employees brand

related behaviors, the impact of human resources activities on employees, and the effect of internal communication activities on creating knowledge and awareness of brands' values to employees from different cultures.

This research also considered transformational leadership as the primary mechanism of internal branding. Future researches might consider comparing the different styles of leadership to understand their effect on creating employees' values that align with brand values, and understand the different leadership styles effect on developing employees brand supporting behaviors.

Finally, this study found that demographic characteristics create significant differences among employees' perspectives on internal branding mechanisms, brand commitment, and brand citizenship behavior. This study stated that employees with different years of experience, job level, monthly income are also having different attitude toward the variables of the study. Additionally, employees who are in contact with customers had a different mindset and behaviors. Thus, future researches might investigate employees' demographic characteristics effect while creating an internal branding system. Besides, future researches may explore deeply the impact of employees' years of experience, job level, and monthly income on brand commitment and brand supporting behaviors. Lastly, future researches may explore new internal branding activities or behaviors to enhance brand citizenship behavior for all employees, including employees with no contact with customers.

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APPENDICES

Appendices 1: Questionnaire

This Questionnaire is for the purpose of partial fulfillment of the requirements for the degree of “Doctor of Philosophy in Business Administration” for the researcher Najwan Adileh. This study has a remarkable value in understanding the effect of internal branding mechanisms on employee brand commitment and brand citizenship behavior in the banking industry in Palestine (from the employees’ perspective). Your cooperation in filling this questionnaire with full honesty and trust has a major effect on the study’s results. Your effort and help are highly appreciated.

Note: in the questionnaire you will read the concept of (brand values) this terminology refers to the bank’s foundation of communications internally and to the outside world. The values inform your bank’s product strategy; they drive the bank service standards. They are at the core of everything that you do as an employee.

Section 1: The following questions are related to the demographic profile of respondents. For each item, please circle the number or write your response.

1) What is your gender? 1) male 2) female

2) What is your age range? 1) 18-25 2) 26-35 3) 36-45 4) 46 or above

3) What is your marital status?

1) Single 2) Married 3) Other

4) What is your education level?

1) Pre-college 2) Bachelor Degree 3) Graduate Degree

5) What is your year of employment in the Bank?

1) Less than 1 year 2) 1-4 years 3) 5-7 years

4) 8-14 years 5) 15 or more years

6) What is your position classification?

1) Entry level 2) Supervisor 3) Middle management

7) What is the range of your monthly income?

1) \$0-\$1000

2) \$1001-\$2000

3) \$2001-\$3000

4) \$3001- \$4000

5) \$4001 and more

8) In your job do you interact with customers?

1) yes 2) No

9) In which bank do you work?

- 1) Al Quds Bank
- 2) Arab Bank
- 3) Arab Islamic Bank
- 4) Bank of Jordan
- 5) Bank of Palestine
- 6) Cairo Amman Bank
- 7) Egyptian Arab Land Bank
- 8) Jordan Ahli Bank
- 9) Jordan Commercial Bank
- 10) Jordan Kuwait Bank
- 11) Palestine Investment Bank
- 12) Palestine Islamic Bank
- 13) Safa Bank
- 14) The Housing Bank for Trade & Finance
- 15) The National Bank

Section 2: Human Resources Involvement in Internal Branding

	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
10) The brand values are reinforced through internal communications.	1	2	3	4	5
11) Training is provided to help employees to use the brand values.	1	2	3	4	5
12) The skill set necessary to deliver the brand values is considered in staffing decisions.	1	2	3	4	5
13) Annual performance reviews include metrics on delivering the brand values.	1	2	3	4	5

Section 3: Internal Communication Regarding Branding Activities

	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
15) During group meetings, I am clearly informed of the brand mission	1	2	3	4	5
16) I clearly understand my role in relation to the brand mission, after attending the group meeting	1	2	3	4	5
17) Briefings contain all essential information for me to provide services according to the brand expectations.	1	2	3	4	5
18) The brand mission and its promise are constantly reinforced during the briefings.	1	2	3	4	5

Section 4: Leadership Behaviors Regarding Branding Activities

	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
19) My supervisor gets me look at my job in terms of a branding task.	1	2	3	4	5
20) My supervisor articulates a compelling vision of our corporate brand.	1	2	3	4	5
21) My supervisor displays a sense of power and confidence when talking about our corporate brand.	1	2	3	4	5
22) My supervisor specifies the importance of having a strong sense of our corporate brand.	1	2	3	4	5
23) My supervisor helps me to develop my strengths with regard to	1	2	3	4	5

becoming a good representative of our corporate brand.					
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Section 5: Employee Brand Commitment

	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
24) I usually tell my friends that this is a great bank to work for	1	2	3	4	5
25) I am proud to tell others that I am part of this bank.	1	2	3	4	5
26) For me this is the best of all possible bank brand to work for.	1	2	3	4	5
27) I am extremely glad that I choose to work for this bank over other banks.	1	2	3	4	5
28) I really care about this bank brand	1	2	3	4	5
29) I would accept almost any type of job assignment in order to keep working for this bank	1	2	3	4	5

Section 6: Brand Citizenship Behaviors

A) **Brand Acceptance**

	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly
30) My coworkers have a positive attitude towards customers and other coworkers	1	2	3	4	5
31) My coworkers are always friendly towards customers and other coworkers	1	2	3	4	5
32) My coworkers are always helpful toward	1	2	3	4	5

customers and other coworkers					
33) My coworkers always try to put themselves in the customers' or other coworkers' positions in order to understand their views and problems	1	2	3	4	5
34) At any time, my coworkers would take responsibility outside of their job duties if necessary (e.g. in handling customer questions or complain)	1	2	3	4	5

B) Brand Proselytization

	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
35) In all they say and do, my coworkers think about the consequences it has on the bank	1	2	3	4	5
36) My coworkers act according to the bank brand identify, even when they are not observed or controlled by anyone	1	2	3	4	5
37) My coworkers take special care in their work and check the quality of their work outcomes, if it has a positive effect on the bank brand image	1	2	3	4	5
38) My coworkers would even accept extra work, if it would influence the bank brand image positively (e.g. for finishing a customer order/request in time)	1	2	3	4	5
39) My coworkers would always recommend the	1	2	3	4	5

bank brand to friends, acquaintances or relatives, also in private conversations					
40) My coworkers try to convey the bank brand identity to new associates, e.g. in informal conversations or by assuming a mentor role	1	2	3	4	5


C) Brand Development

	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
41) My coworkers actively ask other coworkers for feedback	1	2	3	4	5
42) My coworkers strive to develop expertise by reading the bank internal website, reference and procedure guides, etc.	1	2	3	4	5
43) My coworkers regularly take the initiative to participate in training	1	2	3	4	5
44) My coworkers always report customer feedback or internal problems/difficulties directly to the person in charge	1	2	3	4	5
45) My coworkers take initiative to develop ideas for new products, services or process improvements	1	2	3	4	5

Thank You

Najwan Adileh

Appendices 2: Banks Approval Letters

البنك التجاري الأردني
Jordan Commercial Bank 

Number: 900/158

Date: 12/04/2018

To: Okan University

Confirmation Letter


Dear Messrs.,


Jordan commercial Bank hereby to certify that Ms. Najwan Adileh distributed the questionnaire to our employees at Jordan Commercial Bank/ Regional Management, and she obtained the real information from our Bank for the PhD Program in Business Administration at Okan University. Also Ms. Najwan Adileh pledges to maintain the bank confidentiality of any information that she may had seen for any reason and/or as a result of her presence at the Bank's headquarter and branches to distribute the questionnaire and/or to use the information. She also pledges to maintain the bank confidentiality after the end of the research. Additionally, Ms. Najwan Adileh agrees to abide by the instructions and laws on banking confidentiality issued by the Palestine Monetary Authority. Moreover, the Jordan Commercial Bank has the right to return to Ms. Najwan Adileh for compensation, damage, and/or any suit in case of breach of the undertaking and disclosure of any information that she may have seen.

Yours Sincerely,

Jordan Commercial Bank

Regional Management





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Website: www.jc.bank.com.jo | Email: jcb.pal@jcbank.com.jo | P.O. Box: 1881 Ramallah- Palestine | Tel: (970 2) 2987683/4/5/6 | Fax: (970 2) 2989230

Confirmation Letter

The Palestine Investment Bank hereby certifies that Ms. Najwan Adileh has distributed a questionnaire for the employees of The Palestine Investment Bank in a partial fulfilment of PhD Program in Business Administration at Okan University. Furthermore, Ms. Najwan Adileh undertakes to maintain the bank confidentiality of any information that she may have seen for any reason and/or as a result of her presence at the Bank's headquarter and branches to distribute the questionnaire and/or to use the information. She also undertook to maintain bank confidentiality after the end of the research. Additionally, Ms. Najwan Adileh agrees to abide by the instructions and laws on banking confidentiality issued by the Palestine Monetary Authority. Moreover, The Palestine Investment Bank has the right to refer to Ms. Najwan Adileh for compensation, damage, and/or any suit in case of breach of the undertaking and disclosure of any information that she may have seen.

Date:

Confirmed by: *Tamara Khader Salameh*



Confirmation Letter

The Housing Bank for Trade & Finance hereby certifies that Ms. Najwan Adileh has distributed a questionnaire for the employees of The Housing Bank for Trade & Finance in a partial fulfilment of PhD Program in Business Administration at Okan University. Furthermore, Ms. Najwan Adileh undertakes to maintain the bank confidentiality of any information that she may have seen for any reason and/or as a result of her presence at the Bank's headquarter and branches to distribute the questionnaire and/or to use the information. She also undertook to maintain bank confidentiality after the end of the research. Additionally, Ms. Najwan Adileh agrees to abide by the instructions and laws on banking confidentiality issued by the Palestine Monetary Authority. Moreover, The Housing Bank for Trade & Finance has the right to refer to Ms. Najwan Adileh for compensation, damage, and/or any suit in case of breach of the undertaking and disclosure of any information that she may have seen.

Date:

Confirmed by:


8.4.2018
بنك الإسكان للتجارة والتمويل
The Housing Bank for Trade & Finance
00188

Confirmation Letter

The Egyptian Arab Land Bank hereby certifies that Ms. Najwan Adileh has distributed a questionnaire for the employees of The Egyptian Arab Land Bank in a partial fulfilment of PhD Program in Business Administration at Okan University. Furthermore, Ms. Najwan Adileh undertakes to maintain the bank confidentiality of any information that she may have seen for any reason and/or as a result of her presence at the Bank's headquarter and branches to distribute the questionnaire and/or to use the information. She also undertook to maintain bank confidentiality after the end of the research. Additionally, Ms. Najwan Adileh agrees to abide by the instructions and laws on banking confidentiality issued by the Palestine Monetary Authority. Moreover, The Egyptian Arab Land Bank has the right to refer to Ms. Najwan Adileh for compensation, damage, and/or any suit in case of breach of the undertaking and disclosure of any information that she may have seen.

Date: 8.4.2018

Confirmed by:


Yasmeen



Confirmation Letter

The Cairo Amman Bank hereby certifies that Ms. Najwan Adileh has distributed a questionnaire for the employees of The Cairo Amman Bank in a partial fulfilment of PhD Program in Business Administration at Okan University. Furthermore, Ms. Najwan Adileh undertakes to maintain the bank confidentiality of any information that she may have seen for any reason and/or as a result of her presence at the Bank's headquarter and branches to distribute the questionnaire and/or to use the information. She also undertook to maintain bank confidentiality after the end of the research. Additionally, Ms. Najwan Adileh agrees to abide by the Instructions and laws on banking confidentiality issued by the Palestine Monetary Authority. Moreover, The Cairo Amman Bank has the right to refer to Ms. Najwan Adileh for compensation, damage, and/or any suit in case of breach of the undertaking and disclosure of any information that she may have seen.

Date: 12/04/2018

Confirmed by: 
Al Mazyoun Branch
800-A



بنك القاهرة عمان
Cairo Amman Bank



بنك فلسطين
BANK OF PALESTINE

Confirmation Letter

The Bank of Palestine hereby certifies that Ms. Najwan Adileh has distributed a questionnaire for the employees of The Bank of Palestine in a partial fulfilment of PhD Program In Business Administration at Okan University. Furthermore, Ms. Najwan Adileh undertakes to maintain the bank confidentiality of any information that she may have seen for any reason and/or as a result of her presence at the Bank's headquarter and branches to distribute the questionnaire and/or to use the information. She also undertook to maintain bank confidentiality after the end of the research. Additionally, Ms. Najwan Adileh agrees to abide by the instructions and laws on banking confidentiality issued by the Palestine Monetary Authority. Moreover, The Bank of Palestine has the right to refer to Ms. Najwan Adileh for compensation, damage, and/or any suit in case of breach of the undertaking and disclosure of any information that she may have seen.

Date: 05/04/2018

Confirmed by:

Rawan Moutaq

Bank of Palestine
General Management Head Office
Human Resources Department

5.4.2018

General Management Head Office
P.O.Box 471, Ramallah, Palestine
Telephone: +970 2 2946700
Fax: +970 2 2946703

المركز الرئيسي للإدارة العامة
ص.ب. 471 رام الله فلسطين
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فاكس: +970 2 2946703

General Management
P.O.Box 50, Gaza, Palestine
Telephone: +970 8 2832830
Fax: +970 8 2846025

الإدارة العامة
ص.ب. 50 غزة فلسطين
هاتف: +970 8 2832830
فاكس: +970 8 2846025

تواصل معكم لخدمتكم
1 7 0 0 1 5 0 1 5 0
www.bankofpalestine.com

Confirmation Letter

The Arab Islamic Bank hereby certifies that Ms. Najwan Adileh has distributed a questionnaire for the employees of The Arab Islamic Bank in a partial fulfilment of PhD Program in Business Administration at Okan University. Furthermore, Ms. Najwan Adileh undertakes to maintain the bank confidentiality of any information that she may have seen for any reason and/or as a result of her presence at the Bank's headquarter and branches to distribute the questionnaire and/or to use the information. She also undertook to maintain bank confidentiality after the end of the research. Additionally, Ms. Najwan Adileh agrees to abide by the instructions and laws on banking confidentiality issued by the Palestine Monetary Authority. Moreover, The Arab Islamic Bank has the right to refer to Ms. Najwan Adileh for compensation, damage, and/or any suit in case of breach of the undertaking and disclosure of any information that she may have seen.

Date:

8/4/2018

Confirmed by:




Confirmation Letter

The Arab Bank hereby certifies that Ms. Najwan Adileh has distributed a questionnaire for the employees of The Arab Bank in a partial fulfilment of PhD Program in Business Administration at Okan University. Furthermore, Ms. Najwan Adileh undertakes to maintain the bank confidentiality of any information that she may have seen for any reason and/or as a result of her presence at the Bank's headquarter and branches to distribute the questionnaire and/or to use the information. She also undertook to maintain bank confidentiality after the end of the research. Additionally, Ms. Najwan Adileh agrees to abide by the instructions and laws on banking confidentiality issued by the Palestine Monetary Authority. Moreover, The Arab Bank has the right to refer to Ms. Najwan Adileh for compensation, damage, and/or any suit in case of breach of the undertaking and disclosure of any information that she may have seen.

Date:

Confirmed by:



Handwritten signature and date: 8/4/2018. The signature is written in blue ink over a circular stamp. The stamp contains the text "ARAB BANK" at the top, "EPA" at the bottom, and "8/4/2018" in the center.



Date: April 8th, 2018

Confirmation Letter

Safa Bank hereby certifies that Ms. Najwan Adileh has distributed a questionnaire for the employees of Safa Bank in a partial fulfilment of PhD Program in Business Administration at Okan University. Furthermore, Ms. Najwan Adileh undertakes to maintain the bank confidentiality of any information that she may have seen for any reason and/or as a result of her presence at the Bank's headquarter and branches to distribute the questionnaire and/or to use the information. She also undertook to maintain bank confidentiality after the end of the research. Additionally, Ms. Najwan Adileh agrees to abide by the instructions and laws on banking confidentiality issued by the Palestine Monetary Authority. Moreover, The Safa Bank has the right to refer to Ms. Najwan Adileh for compensation, damage, and/or any suit in case of breach of the undertaking and disclosure of any information that she may have seen.

Sincerely Yours,

Mahmoud Nazzal

Human Resources Manager

Confirmation Letter

The Jordan Kuwait Bank hereby certifies that Ms. Najwan Adileh has distributed a questionnaire for the employees of The Jordan Kuwait Bank in a partial fulfilment of PhD Program in Business Administration at Okan University. Furthermore, Ms. Najwan Adileh undertakes to maintain the bank confidentiality of any information that she may have seen for any reason and/or as a result of her presence at the Bank's headquarter and branches to distribute the questionnaire and/or to use the information. She also undertook to maintain bank confidentiality after the end of the research. Additionally, Ms. Najwan Adileh agrees to abide by the instructions and laws on banking confidentiality issued by the Palestine Monetary Authority. Moreover, The Jordan Kuwait Bank has the right to refer to Ms. Najwan Adileh for compensation, damage, and/or any suit in case of breach of the undertaking and disclosure of any information that she may have seen.

Date:

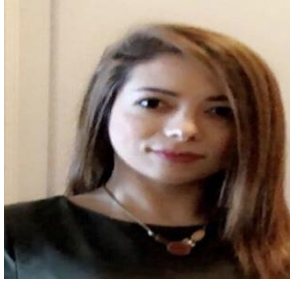
Confirmed by:



Curriculum Vitae



NAJWAN ADILEH



najwanadileh@hotmail.com



+905318383703

Turkey/Istanbul



www.linkedin.com/in/najwan-adileh-3780986a

Address

Istanbul/ Nişantaşı/ Teşvikiye Mah.

LANGUAGES

Arabic: Native Language

English: Proficiency Level

Turkish: Intermediate Level

EDUCATION

PhD in Business Administration (English Program)

2015- 2019

Okan University/Turkey

GPA: 3.89/ Relevant Courses: Advanced Management Theory, Advanced Organizational Theory, Current Issues in Marketing & Supply Chain

Master in Business Administration/ 2011-2014

Al-Quds University /Palestine

Relevant Courses: Strategic Management, Advanced Financial Management, Managerial Economics

Bachelor of Business Administration

Major in Accounting / 2003-2007

Bethlehem University/Palestine

CERTIFICATES & CONTINUING EDUCATION

Associate Certified Coach (ACC)

International Coach Federation (ICF)/Jan 2018

Erickson Certified Professional Coach

Erickson International, Canada/ July 2016

Certified Management Accountant (CMA)

Institute of Management Accounting (IMA)/ Sep 2012

Arab Bank Accountant Certificate

Arab Bank Headquarters/ (May 2008), 6 months' intensive course

MEMBERSHIPS

International Coach Federation (ICF)

Institute of Management Accountants (IMA)

Istanbul English Toastmasters Club

OBJECTIVE

PhD Candidate and ICF Associate Certified Coach with 8+ Years of Experience in Finance, Planning and Capacity Building Trainings.

Besides Over 200 Hours of One to One Coaching.

Seeking to Use My Background, Experience, and Knowledge in order to begin my academic career path

SKILLS

Coaching

Decision Making

Time Management

Conflict Resolution

Leadership

Teamwork

Public Speaking

Hobbies & Interests

Writing about personal development

Learning languages

Reading about coaching, leadership, psychology and human behaviors

EXPERIENCE**Finance & Accounting Consultant/ Integrity for Auditing & Financial Consulting**

(Palestine)11/2014-8/2015

Provide clients with high quality and value-added services. A complete range of services enable to pursue new opportunities and operate more efficiently. Services include external and Internal audits, preparation of manuals, staff training and coaching.

Finance Officer/ Catholic Relief Services (CRS)

(Palestine)8/2013-10/2014

Provide technical support to local partners in grants financial management. Express technical and operational assistance to ensure that overall Finance Department runs smoothly and CRS/Donor/Local Authorities requirements and reporting are met

Finance Officer/ NGO Development Center (NDC)

(Palestine)7/2010-7/2013

Implemented financial policies, systems and procedures set by the World Bank and AFD, the French Development Agency. regular review and analyses of the audit reports and financial statements submitted by the more than 30 partner NGOs. Provided regular feedback on partners' periodic financial reports and jointly worked on partners' financial planning.

Cost Associate/ Arab Bank P.L.C, Ramallah

(Palestine)11/2007 – 7/2010

Responsible for compliance with Arab Bank's internal regulations and rules of Jordanian Central Bank financial procedures in regards to allocating costs and monitoring budget line items for more than 10 local branches of the Arab Bank in Palestine, responsible for drafting budget reports and providing regular updates to the senior management on the health of the banks' finances.

