

ABSTRACT

Purpose- The purpose of this study is to develop and test a comprehensive model for the outcomes of internal brand management linking it to brand citizenship behavior and intention to stay through job satisfaction and brand commitment.

Design/methodology/approach- A comprehensive literature review is undertaken to develop the proposed model. Our sample consists of three separate cases, a financial services firm, a multinational telecommunications company, both based in South Africa, and a regional grocery chain operating in the USA. Useable samples of 154, 96 and 241 were achieved for the three cases respectively. In all cases the majority of the respondents were customer contact employees.

Findings- Our structural models showed some surprising results, the major one being that brand proselytization is not a component of brand citizenship behavior. Despite using the same instrument, the levers that drive internal brand management were different in each of the three cases and different from previous studies.

Research limitations/implications- The results of this research indicate that internal brand management and brand citizenship behavior are contextual. This implies that a universal instrument to measure these constructs has yet to be developed, representing an interesting avenue for future research.

Practical implications- Regarding employees as internal customers and including them in various marketing initiatives and brand orientated human resource practices (recruitment, induction and training) are key to a successful internal brand management program.

Originality/value- A comprehensive model for the outcomes of internal brand management was developed and tested, linking it to brand citizenship behavior and intention to stay through job satisfaction and brand commitment. It is the first time that research has been conducted with customer contact employees only.

Key words: internal brand management, brand citizenship behavior, intention to stay.

INTRODUCTION

Since the concept of internal marketing was first introduced by Berry et al. (1976), a stream of research has emerged, emphasizing the idea that employees should be treated as internal customers. In service organizations, this results in informed and committed frontline employees who are productive, satisfied, and capable of delivering a superior quality of service.

An important subset of internal marketing is internal branding. A brand is a cluster of functional and emotional benefits (De Chernatony 2001), but the functional benefits of a brand alone are unable to sustain competitive advantage as they can easily be copied (King and Grace 2010). The literature suggests that an organization's brand can be developed through the internal activities that seek to promote the brand for the purpose of ensuring that its internal stakeholders (i.e. employees), accept the value that the brand represents and transform it into reality when serving customers (Punjaisri and Wilson 2007, Thomson et al. 1999). Employees possess skills and knowledge that are considered as valuable to an organization. They represent the organization's operational resources (Vargo and Lusch 2004) that induce emotional benefits that provide the element of differentiation that a successful brand strives for (Papasolomou-Doukakis and Vrontis 2006).

Self-determination theory suggests that employees first need to understand and accept the organization's brand value from the organizational environment that leaders create to persuade them to understand the value of the corporate brand (Deci and Ryan 2004, Ryan and Deci 2000). This brand knowledge has to be fully assimilated to the self before it can be transformed into providing high quality services to customers reflecting the organization's brand image. Leadership theory, suggests that leaders play a critical role in influencing the employees decision to embrace the organization's brand value (Hiller et al. 2011, Walter and Bruch 2009). Vallaster and de Chernatony (2006) found that leaders serve as "integrating forces" in facilitating internal branding.

There are two forms of service behaviors that employees can exhibit: in-role and extra role behaviors. In-role behaviors are those specified in job descriptions (Brown and Peterson 1993, MacKenzie et al. 1998). Extra-role behaviors are discretionary in nature and are not part of a

job description (Ackfeldt and Coote 2005, Williams and Anderson 1991). While the concept of internal marketing has evolved over the last four decades to become a multi-dimensional concept (Gezen et al. 2007, Jou et al. 2008), recently there has been greater focus on these extra-role behaviors and the development of the concept of brand citizenship behavior (BCB).

A subset of internal marketing is internal brand management (IBM) which focuses on the internal development, strengthening and maintenance of the corporate brand among employees so that they can 'live the brand' (Burmam and Zeplin 2005, Ind 2007). Matanda and Ndubisi (2013) suggest managers undertake internal brand building activities to help align organizational brand values and employee values. Initial research into the consequences of IBM focused on its impact on brand commitment (BC) and (BCB) (Burmam et al. 2009).

Besides the extra-role behaviors of employees, their intention to stay (IS) is vital for the service firm to retain competent, experienced, motivated and well-trained staff so as deliver the brand promise to customers. Porricelli et al. (2014) investigated the effect of IBM on job satisfaction (JS), BC and BCB. Du Preez and Bendixen (2015) examined the behavioral consequences of IBM on JS, BC and employees' intention to stay (IS).

While there has been extensive research on internal marketing (Ahmed and Rafiq 2003) and internal branding (King and Grace 2012), studies of frontline customer contact personnel is sparse. The nature of the samples in this research is different from those used in previous studies. In the key study driving this research (Burmam et al. 2009), respondents were from all levels in their organizations which were chosen from both product and service industries; only 25% of respondents had contact with customers. King and Grace (2010) studied only service industries and 54% of their sample was middle or senior managers in their organizations. Sun et al. (2007) conducted their study among supervisors of frontline employees in the hotel industry. The Chang et al. (2012), Shaari et al. (2012), and Xie et al. (2014) studies were all conducted in the hotel industry. The Chang et al. (2012) study was conducted among supervisors (27.5%) and general employees (72.5%). Respondents in the Shaari et al. (2012) study were supervisors, frontline employees and customers. Xie et al. (2014) studied employees who had some contact with customers.

In sharp contrast, 75% to 85% of the respondents in the three cases used in the present study were frontline employees in service organizations who spend almost all of their working day interacting with customers (retail associates and call center agents). In most instances, their immediate supervisors and other support staff also regularly interact with customers. In addition, a comprehensive model of the outcomes of internal brand management still eludes researchers and practitioners. In order to address these gaps, the purpose of this research is to develop and test a comprehensive model for the outcomes of internal brand management linking it to BCB and IS through JS and BC among frontline employees.

LITERATURE REVIEW

Morhart et al. (2009) suggest that internal branding can be viewed as a means by which managers promote organization-wide, regulated behaviors in relation to brand building. Leaders strive to get their employees to internalize these as part of their role identity to become the representatives of the organization's brand. Self-determination theory states that intrinsic motivation refers to employees doing something because it is inherently interesting or enjoyable. Although generally an individual concept,, in another sense it exists in the relationship between individuals (Ryan and Deci, 2000). Therefore, it is necessary for organizations to provide employees with an opportunity to gain brand knowledge to enable them to deliver the brand promise. Employees who have direct contact with customers and other external stakeholders, are the embodiment of the brand in their eyes s (Wangenheim et al. 2007). It is through their performance of positive brand-supporting behaviors that the brand can consistently transmit images to stakeholders which differentiate the organization from their competitors. Even though the premise behind internal branding deals with the alignment of employees' attitudes and behavior with the brand, the process faces cynicism, lack of trust and resistance on the part of employees (King and Grace 2008).

Frei (2008) reinforces the importance of employee management, emphasizing that customer service is not sustainable if the required behaviors are dependent on the employees own volition. Boukis et al. (2014) agree that internal marketing programs can be used as a tool for helping employees to embrace organizational values and a better fit with their working

environment. The interaction between employees and customers is a key element in the service dominant logic and needs to be managed (Vargo and Lusch 2004). Internal branding activities can only succeed within a supportive corporate culture in which leaders and employees work together to translate the brand ideologies into brand reality for stakeholders. The aim is to enhance brand image, evaluations, and eventually brand reputation (Saleem and Iglesias 2016). The more that employees identify with the organization, the more internally motivated they are to engage in behaviors that support brand building efforts both on and off the job (Lohndorf and Diamantopoulos 2014; Ryan and Deci, 2000).

Internal Brand Management

Burmann and Zeplin (2005) developed the modern concept of IBM. The authors believe that three essential levers drive brand commitment in an organization, “brand-centered human resources (HR) activities, brand communications and brand leadership.” (p. 286).

Brand-centered human resource management ensures a personal identity - brand fit through recruitment, selection and employee promotion. This is followed by the organizational socialization of employees by way of orientation, training, social functions and mentorship programs to ensure the informal transmission of brand identity (BId). The brand is reinforced among employees by generating brand awareness and understanding through internal communications (BCom). Employees are encouraged to ‘live the brand’ by fostering brand leadership at all levels in the organization (BLead).

IBM is therefore a formative construct comprised of Brand identity (BId), Brand communication (BCom) and Brand leadership (BLead).

Brand Citizenship Behavior

BCB is based largely on the theory of organizational citizenship behavior (OCB) which, according to Uçanok and Karabati (2013) is the notion that “organizations need their employees to engage in discretionary behaviors beyond formal job requirements” (p. 89). In their review of theoretical and empirical research on OCB, Podsakoff et al. (2000) identify seven common dimensions, viz. helping behavior, sportsmanship, organizational loyalty, organizational

compliance, individual initiative, civic virtue and self-development. They also identify four major categories of antecedents of OCB: employee characteristics (such as job satisfaction and organizational commitment), task characteristics (intrinsically satisfying work), organizational characteristics (such as a cohesive group) and leadership values (such as articulating a vision, providing an appropriate model and fostering the acceptance of group goals). Bettencourt et al. (2001) studied service-oriented OCB among customer contact employees and found that the antecedents which best predicted different aspects of OCB were context dependent. Recently, these concepts have been borrowed by researchers in the field of marketing, particularly in the study of brand management.

By changing the focus from colleagues to customers, and the organization as a whole to the brand, Burmann and Zeplin (2005) map the seven dimensions of OCB identified by Podsakoff et al. (2000) into a marketing context and thus conceptualize BCB. This was later tested by Burmann et al. (2009) and distilled into three dimensions, viz. willingness to help (brand acceptance, BAcc), brand enthusiasm (brand proselytization, BPro) and propensity for further development (brand development, BDev).

Based on the work of Burmann and Zeplin (2005) and Sun et al. (2007), Chang et al. (2012) identify three dimensions of BCB, viz. helping behaviors and brand consideration, brand sportsmanship, and self-development of brand enhancement. Using the instrument developed by Burmann et al. (2009), Shaari et al. (2012) identify four dimensions of BCB, viz. helping behavior, sportsmanship, self-brand-development, and brand endorsement. Porricelli et al. (2014) empirically demonstrate that IBM is an antecedent of BCB in a retail environment but found that only BAcc and BDev were present. Xie et al. (2014) developed their own instrument to measure BCB based on the original dimensions proposed by Burmann and Zeplin (2005) and Burmann et al. (2009)

While Chang et al. (2012), Shaari et al. (2012) and Xie et al. (2014) confirm the multidimensionality of BCB, King and Grace (2012) do not believe the Burmann and Zeplin (2005) argument to be sufficient and consider OCB and BCB to be synonymous. They developed their own uni-dimensional scale of BCB. Helm et al. (2016) also use a uni-dimensional scale to

measure BCB. While the competing approaches as to the dimensionality of BCB all have merit, the balance of evidence clearly supports a multi-dimensional rather than uni-dimensional view of BCB.

Brand Commitment

Organizational commitment (OC) is considered by Podsakoff et al. (2000) to be an antecedent of OCB, and thus logically of BCB as well. While OC is often considered as comprising affective, normative and continuance commitment (Allen and Meyer 1996), Bloemer and Odekerken-Schröder (2006) found that affective commitment was the largest contributor to employee loyalty behaviors. Porricelli et al. (2014) empirically demonstrate BC to be an antecedent to BCB.

Job Satisfaction and Intention to Stay

According to Podsakoff et al. (2000), job satisfaction is a well-established antecedent of OCB under the category of employee characteristics. Porricelli et al. (2014) found JS to be an antecedent to BCB.

The organizational behavior literature is replete with both theoretical and empirical evidence that OC fully or partially mediates the relationship between JS and IS. Du Preez and Bendixen (2015) empirically demonstrate that BC mediates the relationship between JS and IS.

Model Development

In order to examine the impact of IBM on the behavioral variables IS and BCB through BC and JS, it is necessary to combine the models developed by Porricelli et al. (2014) and Du Preez and Bendixen (2015). One additional path is added to the combined model, viz. IBM having a direct effect on IS. While there is no theoretical or empirical basis for this path, it is added for the sake of completion so as to test for any direct effect of IBM on IS. This model is illustrated in Figure 1. This model can be expressed by way of the following hypotheses:

H_{1a}: IBM has a direct positive influence on JS

H_{1b}: IBM has a direct positive influence on BC

- H_{1c}: IBM has a direct positive influence on BCB
- H_{1d}: IBM has a direct positive influence in IS
- H₂: The positive effect of JS on IS is mediated by BC
- H₃: The positive effect of JS on BCB is mediated by BC.

In this model, BC, IS and JS are measured directly while IBM is a formative second order construct and BCB a reflective second order construct.

(Insert Figure 1 approximately here)

METHODOLOGY

Sampling

The case method was selected for this research. The advantage of the case method is that it allows for the study of typical service firms of different sizes, different industries, and different regions. Furthermore, it allows for analysis both within and between the cases (Yin, 1984). Three separate cases are examined. One of the authors had high level contacts in the three organizations which facilitated access to the large samples of frontline employees. All three cases are well known corporate brands in their respective markets.

Case One

For this case a financial services firm operating in Southern Africa, employing approximately 1500 people, was selected. The firm is well known among consumers and has a strong presence in the media with its direct response advertising. The firm has no specific internal brand management program. However, there is a well-established induction and training program for new employees and ongoing training for call center staff. The call center executive invited all frontline employees, supervisors, managers, and support staff to participate in the survey. The 175 employees were invited to anonymously complete a questionnaire using SurveyMonkey. All responses were returned to one of the authors for further analysis.

Case Two

For this case, a large multinational telecommunications company, employing about 25000 people, with a very strong brand reputation was selected. The company has a powerful marketing strategy which includes elements of internal branding. A characteristic of each of the company offices is the overt display of brand identity and core values. There is a well-established induction and training program for new employees and ongoing training for call center staff. A random sample of 100 call center agents and their supervisors (based in South Africa) were invited by their executive to anonymously complete a questionnaire using SurveyMonkey. All responses were returned to one of the authors for further analysis.

Case Three

For this case research was conducted among associates of a well-known regional grocery chain operating in the USA. The chain employs more than 100,000 people and operates over 1,000 stores. While there is no formal internal brand management program, the chain has a unique and well-established identity and history. Many elements of an internal brand management program are incorporated into strong human resource induction and training programs where pride in company values is instilled into employees. There is a concerted effort by management to “live the brand”.

To minimize disruption to operations, management agreed to allow the survey to be conducted in one specific district using 10 randomly selected stores and 40 associates from each store. Ten packets each containing 40 surveys, envelopes and memos together with one master list containing the names of the 40 randomly selected associates were mailed to a point-person at each store. This person was given responsibility for handing out a survey and cover memo to each associate on the list. The associates were given two weeks to complete the survey and were compensated at their normal wage for the time they spent completing the survey.

Once the respondents completed the survey, they were instructed to seal it in the envelope and hand it to the point person at their store. At the end of the two-week timeframe, the point person mailed all the envelopes to the company’s survey department which scanned each survey and provided the data to the researchers.

In Cases 2 and 3, the collection of a large sample was hindered by the fact that the questionnaire would have to be completed during employees' normal working hours, i.e. during productive paid time. The reluctance of management to allow larger samples is indicative of the strong transactional focus in the operating environment of these two organizations.

Measuring Instruments

The dimensions of internal brand marketing (IBM) were adapted from the Burmann et al. (2009) instrument. IBM was modeled as a second order formative construct of brand identity (BId), brand communication (BCom) and Brand leadership (BLead). Brand commitment was adapted from the Burmann et al. (2009), King and Grace (2010) and King and Grace (2012) instruments. Job satisfaction (JS) and intention to stay (IS) were adapted from Firth et al. (2004) and Siong et al. (2006). The Burmann et al. (2009) instrument was the basis of questions used for the measurement of BAcc, BPro and BDev. BCB was measured as a second order reflective construct of these three dimensions. For Cases One and Two, a 7-point Likert scale was used; in Case Three a 5-point Likert scale was used. A copy of the instrument is appended.

Method of Analysis

For each of the three cases, principal components factor analysis was used to confirm the unidimensionality of the constructs BId, BLead, BCom, BAcc, JS, BC, IS, BAcc, BDev, and BPro. The model was estimated for each case using PLS rather than SEM for the following reasons: (1) the formative nature of IBM, (2) relatively small sample sizes, and (3) the fact that the normal distribution of the variables could not be assumed. XLSTAT 2016 V5 was used for this analysis, using the PLS algorithm rather than OLS to estimate path coefficients so as to minimize the impact of multicollinearity. Significance of path coefficients was established using bootstrapping with 1000 re-samplings for each of the cases.

RESULTS

Sample Profiles

Useable samples of 154, 96 and 241 (representing 88%, 96% and 60% response rates) were achieved for the three cases respectively. Demographic details of the sample are presented in Table 1.

(Insert Table 1 approximately here)

Measurement Models

For each of the 3 cases, a single factor unrotated principal components factor analysis was run on all the manifest variables used in this study. The single factor accounted for 36%, 37% and 32% of the total variance respectively. All of these values are less than 50% which, according to Harman's test, indicates that common method variance is not a serious concern for these data sets.

Internal Brand Management

While all the questions used to measure IBM loaded onto a factor for at least one of the cases, the resulting factors different from what was theoretically expected. The results of principal components factor analyses are presented in Table 2. In each case the factor loadings exceed 0.6 and the average variance extracted exceeds 0.5, demonstrating convergent validity. Furthermore, the composite reliability for each factor exceeds 0.8.

(Insert Table 2 approximately here)

For Case 1, brand leadership appears to be absent and brand communication separates into internal and external components. Brand identity, internal brand communication and external brand communication emerge as the factors. This factor solution is indicative of the communication strategy used by the organization. Only direct response advertising is used and success is dependent on the coordination of internal and external communications. For Case 2, components of brand communication combine with brand identity and leadership with

extended brand identity and brand knowledge emerging as the factors. This factor structure supports the very strong brand reputation and overt display of the organization's core values. For Case 3, although not all questions load onto the factors, the theoretically expected factors of brand identity, brand leadership and brand communication emerge as factors. It is apparent that factors underlying internal brand management are contextual and dependent on an organization's policies and the environment in which it operates. These may be industry specific, with financial services, communications and retail grocery sectors all operating in different competitive environments. In addition, as organizational culture is firm specific, this may account for the differences in each case.

Brand Citizenship Behavior

As illustrated in Table 3, in none of the cases did the factors comprising BCB conform to the theoretical expectations. BPro did not emerge as a factor in any of the cases and only in Case 1 did two of the questions for this construct load onto any factor. BAcc and BDev emerged as important in all three cases, although the manifest variables comprising these constructs varied from case to case. In each case the factor loadings exceed 0.6 and the average variance extracted exceeds 0.5, demonstrating convergent validity. Furthermore, the composite reliability for each factor exceeds 0.8.

(Insert Table 3 approximately here)

As with IBM, BCB appears to be contextual and dependent on an organization's policies and the environment in which it operates. It is apparent that frontline employees do not want to act as brand ambassadors or proselytize their brands. This is perhaps because they are often in high pressure situations, their performance is constantly measured, and they may be forced into training situations without choice. In short, the operational environment experienced by frontline employees is not one that encourages brand proselytization.

Other Constructs

As illustrated in Table 4, the constructs of job satisfaction, brand commitment and intention to stay loaded largely as expected. In each case the factor loadings exceed 0.6 and the average

variance extracted exceeds 0.5, demonstrating convergent validity. Furthermore, the composite reliability for each factor exceeds 0.8.

(Insert Table 4 approximately here)

Structural Models

The path coefficients for the models are presented in Table 5. Based on these coefficients, there is support for hypotheses H_{1a}, H_{1b} and H_{1c} but no support for H_{1d} in all three cases. Based on the significance of the path coefficient JS to IS, in Case 1, BC fully mediates the relationship between JS and IS while in Case 3 there is only partial mediation. In Case 2 there is no significant path between JS and BC and both of these variables only affect IS directly. Thus there is only partial support for H₂. Based on the significance of the path coefficient JS to BCB, in both Cases 1 and 3, BC partially mediates the relationship between JS and BCB. In Case 2, neither JS nor BC affect BCB directly. Thus there is only partial support for H₃.

(Insert Table 5 approximately here)

The R² values for the endogenous variables in the model are presented in Table 6. Considering the many organizational variables that could impact JS, it is impressive that IBM accounts for between 26% and 37% of the variance in JS over the cases. On the other hand, it is not surprising that IBM accounts for the majority of the variance in BC over the cases (52% to 66%). This is further empirical evidence that IBM is a major driver of BC. In terms of the behavioral variables IS and BCB, the proposed model accounts for an important portion of the variance (33% to 54% for IS and 35% to 53% for BCB).

(Insert Table 6 approximately here)

It is instructive to examine the direct and indirect effects of IBM on the two behavioral variables presented in Table 7. IBM only affects IS indirectly through both JS and BC with BC partially or fully mediating the relationship between JS and IS. In contrast, IBM always affects BCB directly but in two of the three cases there are also indirect effects through JS and BC, where BC partially mediates the relationship between JS and BCB.

(Insert Table 7 approximately here)

DISCUSSION AND CONCLUSIONS

Key Findings

Despite very different industries, geographic locations and organizational cultures, there is a consistency in the findings for the three cases. The key findings of this research pertain to the structural models developed. First, internal brand management only affects employees' intention to stay indirectly through job satisfaction and brand commitment. Brand commitment either fully or partially mediates the relationship between job satisfaction and intention to stay. Second, internal brand management always affects brand citizenship behavior directly. However, there may also be indirect effects through job satisfaction and brand commitment where brand commitment partially mediates the relationship between job satisfaction and brand citizenship behavior.

Furthermore, despite using the same instrument, the levers that drive internal brand management are different in each of the three cases and different from the Burmann et al. (2009) study. While differences in the sample structure may partially explain this, the differences could also be attributed to the industry in which the organization operates and the internal brand management approach it adopts. In addition, employee-supervisor relationships may have an influence on the results. Boukis et al. (2014) found that employee-supervisor fit is an influential predictor of employee brand supporting behavior.

The major difference found in this study was the absence of brand proselytization as a component of brand citizenship behavior in all three cases. Again the industry in which the organization operates and its marketing and human resource practices may account for some of this difference. However, we believe that the nature of the sample accounts for the major cause of this difference. In all three cases, a large majority of respondents were frontline employees whose wages are typically very low. Their initial and ongoing training (often compulsory) emphasize the need to be courteous and helpful to both customers and

colleagues. They also work in an environment in which they are typically required to provide customer feedback and report problems with operating policies and procedures (which makes their working life easier in the long run). Thus, willingness to help (brand acceptance) and propensity for development (brand development) are expected to be high. Several aspects of brand acceptance and brand development have been routinized to the extent they verge on being in-role behaviors. Such routinization is not true for these employees when displaying brand enthusiasm. Unlike managers, it would be rare to find these employees volunteering to take on extra tasks or working additional hours for the sake of the brand without additional compensation.

Frontline employees, particularly in high output service environments such as call centers and high volume retail operations, often work in highly controlled and monitored environments. In circumstances such as these, there is a great temptation to implement the Taylorist management principles of standardizing processes and constantly monitoring and measuring performance to drive economies of scale and efficiency. This is consistent with the Batt and Moynihan (2002) mass production model for a service operation and would explain the absence of brand proselytization. Adopting a more customer-oriented approach such as the mass customization model (Batt and Moynihan 2002), requires greater employee involvement and elements of employee discretion may improve all elements of brand citizenship behavior, particularly brand proselytization.

Leaders must be aware of the social and environmental factors which facilitate rather than undermine intrinsic motivation. Self-determination theory argues that communications and feedback which conduce feelings of competence can enhance intrinsic motivation because they allow satisfaction of the psychological need for competence (Ryan and Deci, 2000). This includes communication about brand values and supports brand citizenship behavior.

Our findings also support Heskett et al. (2008) who define the interrelationship between seven elements comprising the 'service profit chain'. Internal service quality (the attitudes and behaviours between staff) impacts employee satisfaction which in turn drives employee loyalty and productivity, customers' perception of value, customer satisfaction and loyalty leading to growth and profitability for the organisation.

Implications for Future Research

This results of this research indicate that internal brand management and brand citizenship behavior are contextual. This implies that a universal instrument to measure these constructs has yet to be developed, representing an interesting avenue for future research. Particular attention should be paid to measuring brand citizenship behavior among lower paid frontline employees as their world is very different to that of managers. Additional theoretical and empirical evidence is required to establish the extent to which the elements of brand acceptance and brand development have been routinized and are in-role rather than extra-role behaviors. This routinization may vary considerably within the hierarchy of the organization.

Recent research conducted by Buil et al. (2016) adopted a very different approach in this regard. Although they use the term organizational rather than brand citizenship behavior, they distinguish between three extra-role behaviors: those aimed at customers, fellow employees and the organization itself.

Implications for Management

This research provides additional evidence of the strong impact of internal brand management on the brand commitment and brand citizenship behavior of employees, both of which are known to influence the brand experience and brand reputation among customers. However, it also provides additional evidence of its influence on employee job satisfaction and their intention to stay with the organization. Treating employees as internal customers and including them in various marketing initiatives as well as brand orientated human resource practices (recruitment, induction and training) are key to a successful internal brand management program. All too often in organizations, either the HR department or the marketing department are solely charged with the responsibility for these programs. However, as stated by Punjaisri and Wilson (2007): “This suggests a significant need for the coordination of marketing and HR activities within an organisation to establish and reinforce the alignment of employees’ behaviours with the brand values.” (p.68).

Marketers need to enhance employees' brand knowledge by frequently communicating the brand values and desired brand image of the organization. This can be done through organizational message systems that are traditionally controlled by the HR department, including internal newsletters, story-telling, brand ambassadors, videos, brand books and blogs. In addition, HR departments should use brand elements in their management systems, starting from recruitment, through compensation, training and development and ending with performance management systems. Marketing and HR managers therefore have to work together on the development of an internal brand management plan. This should enhance extra-role behaviors by customer contact employees and ultimately lead to increased brand citizenship behavior and improved intention to stay.

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APPENDIX: Questionnaire

Please indicate the extent to which you agree with the following statements about the brand.	
BId1	The description of our brand identity is understandable
BId2	The description of our brand identity is easy to memorize
BId3	The description of our brand identity is convincing
BLead1	I know the origin and tradition of our brand
BLead2	I know the core competences of our brand
BLead3	I know the values our brand stands for
BLead4	I know the personality of our brand
BLead5	I know the vision for our brand
BLead6	I know how I am expected to behave to ensure that our brand has a positive brand image with our clients
BCom1	I feel well informed by our headquarters about our brand
BCom2	I feel well informed by my direct superior about our brand
BCom3	I often discuss brand issues with my colleagues
BCom4	In our company there are stories/anecdotes circulating that express what our brand stands for
BCom5	When I see advertising for our brand, I am proud to be working for this brand
BCom6	What I read in the press about our brand motivates me
Please indicate the extent to which you agree with the following statements about your colleagues	
BACC1	My colleagues have a positive attitude towards customers and other colleagues
BACC2	My colleagues are always friendly towards customers and other colleagues
BACC3	My colleagues are always helpful towards customers and other colleagues
BACC4	My colleagues always try to put themselves in the customers' or other colleagues' positions in order to understand their views and problems
BACC5	At any time my colleagues would take responsibility outside of their own competence area if necessary (e.g. in handling customer queries or complaints)
BPRO1	In all they say and do, my colleagues think about the consequences it has on the brand image
BPRO2	My colleagues act according to the brand identity, even when they are not observed or controlled by anyone
BPRO3	My colleagues take special care in their work and check the quality of their work outcomes, if this has a positive effect on the brand image
BPRO4	My colleagues would accept even extra work, if this would influence the brand image positively (e.g. for finishing a customer order/request in time)
BPRO5	My colleagues would always recommend the brand to friends, acquaintances or relatives, also in private conversations
BPRO6	My colleagues try to convey the brand identity to new employees, e.g. in informal conversations or by assuming a mentor role

Please indicate the extent to which you agree with the following statements about the way your colleagues be in order to fulfill the expectations that customers have towards the brand

BDEV1	My colleagues ask other colleagues actively for feedback
BDEV2	My colleagues strive to develop expertise by reading manuals, guidebooks or professional journals
BDEV3	My colleagues regularly take the initiative to participate in training
BDEV4	My colleagues always report customer feedback or internal problems/difficulties directly to the person in charge
BDEV5	My colleagues take initiative to develop ideas for new products, services or process improvements

Please indicate the extent to which you agree with the following statements about working for

BC1	I will work harder than I am expected to in order to make successful
BC2	I am proud to work for
BC3	I feel very loyal to
BC4	I talk about to my friends as a great company to work for
BC5	I really care about the future of
BC6	My values are similar to those of
BC7	I feel like I really fit in at
IS1	I plan to be working for five years from now
IS2	I am likely to be looking for a new job in the next year (R)
IS3	I seldom think about leaving
IS4	I am presently looking for a new job (R)
JS1	I am satisfied with my job security
JS2	I am satisfied with my physical working conditions (e.g. seating, lighting, ventilation, etc.)
JS3	I am satisfied with my fringe benefits
JS4	I am satisfied with the pay I receive for my job
JS5	I am satisfied with the recognition that I get when I have done a good job
JS6	I am satisfied with the freedom I have to do the best I can at my job
JS7	I am satisfied with my opportunities for career advancement
JS8	I am satisfied with the type of work I do

Figure 1: Proposed Model

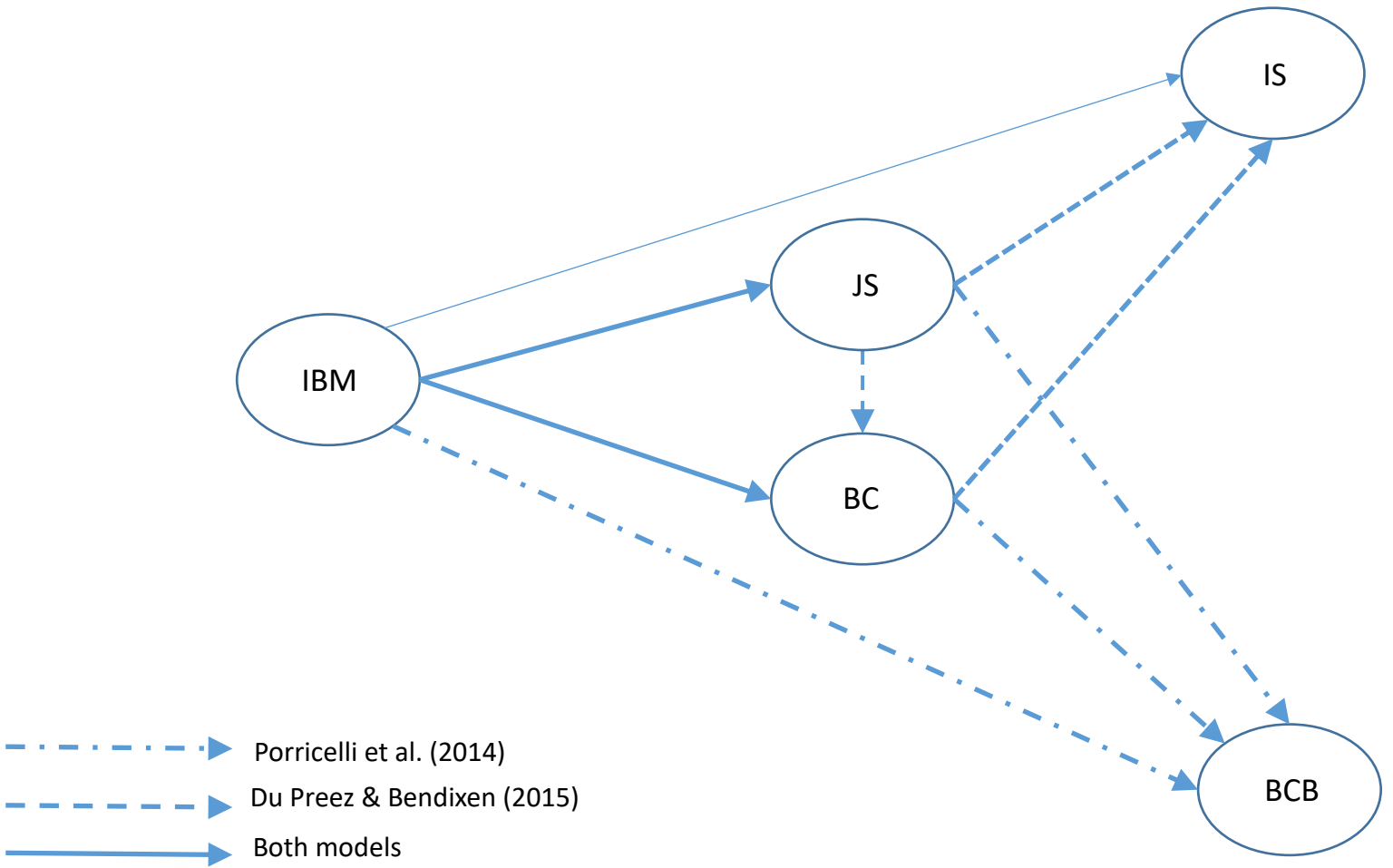


Table 1: Demographic details of samples

	Case 1	Case 2	Case 3
Sample size	154	96	241
Male	20%	32%	N/A*
Female	80%	68%	
Frontline staff	75%	75%	85%
Support staff	25%	25%	15%
Full-time staff	100%	76%	57%
Part-time staff	0%	24%	43%
Median age (years)	28	29	35

*Not reported so as to protect the identity of respondents

Table 2: Internal Brand Management Factor Loadings (Varimax rotated)

Question	Case 1			Case 2		Case 3		
	Factor 1	Factor 2	Factor 3	Factor 1	Factor 2	Factor 1	Factor 2	Factor 3
Bld1	0.893			0.809		0.864		
Bld2	0.908			0.888		0.839		
Bld3	0.762			0.795		0.901		
BLead1		0.728			0.784			
BLead2					0.875			
BLead3							0.771	
BLead4					0.784		0.850	
BLead5							0.866	
BLead6				0.865			0.723	
BCom1		0.890			0.875			0.847
BCom2		0.851			0.801			0.759
BCom3		0.665			0.670			
BCom4		0.786			0.743			0.714
BCom5			0.932	0.782				
BCom6			0.932	0.833				0.710
CR ^a	0.892	0.890	0.929	0.930	0.922	0.902	0.880	0.844
AVE ^b	0.734	0.621	0.868	0.688	0.631	0.753	0.648	0.577

^aCR = composite reliability; ^bAVE = average variance extracted

Table 3: Brand Citizenship Behavior Factor Loadings (Varimax rotated)

Question	Case 1		Case 2		Case 3	
	Factor 1	Factor 2	Factor 1	Factor 2	Factor 1	Factor 2
BACC1	0.785		0.866		0.835	
BACC2	0.906		0.939		0.870	
BACC3	0.898		0.940		0.886	
BACC4	0.872				0.840	
BACC5	0.802		0.886		0.807	
BPRO1						
BPRO2						
BPRO3						
BPRO4						
BPRO5		0.773				
BPRO6		0.794				
BDEV1		0.786	0.609			0.729
BDEV2		0.816		0.860		0.833
BDEV3		0.746		0.786		0.865
BDEV4		0.720		0.719		
BDEV5		0.835		0.846		0.880
CR ^a	0.931	0.917	0.931	0.880	0.927	0.897
AVE ^b	0.729	0.612	0.734	0.647	0.719	0.687

^aCR = composite reliability; ^bAVE = average variance extracted

Table 4: Job Satisfaction, Brand Commitment and Intention to Stay Factor Loadings (Varimax rotated)

Question	Case 1			Case2			Case3		
	JS	BC	IS	JS	BC	IS	JS	BC	IS
JS1				0.736			0.729		
JS2				0.697					
JS3	0.810			0.794			0.698		
JS4	0.831			0.750					
JS5	0.832			0.820			0.775		
JS6	0.782			0.786			0.810		
JS7	0.895			0.811			0.825		
JS8	0.727						0.781		
BC1		0.760			0.909			0.755	
BC2		0.921			0.906			0.880	
BC3		0.917			0.937			0.872	
BC4		0.898			0.842			0.883	
BC5		0.877			0.952			0.868	
BC6		0.857			0.888			0.847	
BC7		0.917			0.847			0.798	
IS1						0.785			0.759
IS2 R ^c			0.902			0.857			0.937
IS3									
IS4 R ^c			0.902			0.870			0.920
CR ^a	0.922	0.960	0.897	0.911	0.967	0.876	0.897	0.946	0.907
AVE ^b	0.663	0.774	0.811	0.593	0.807	0.692	0.594	0.713	0.767

^aCR = composite reliability; ^bAVE = average variance extracted; ^c indicates that this item was reverse scored.

Table 5: Model Path Coefficients

Path	Case 1	Case 2	Case 3
IBM → JS	0.611	0.505	0.591
IBM → BC	0.381	0.785	0.394
IBM → BCB	0.286	0.636	0.236
IBM → IS	<i>-0.008</i>	<i>-0.368</i>	<i>-0.080</i>
JS → BC	0.420	<i>0.046</i>	0.450
JS → IS	<i>0.035</i>	0.381	0.261
JS → BCB	0.252	<i>0.303</i>	0.227
BC → IS	0.551	0.774	0.492
BC → BCB	0.295	<i>-0.165</i>	0.217

Path coefficients in italics are not significant at a 5% level

Table 6: R² for Endogenous Constructs

Construct	Case 1	Case 2	Case 3
IBM ^a	1.000	1.000	1.000
JS	0.373	0.255	0.349
BC	0.517	0.655	0.567
IS	0.325	0.538	0.426
BCB	0.525	0.504	0.353

^aR² for a second order formative construct is by definition 1.

Table 7: Direct and Indirect Effects of IBM on Behavioral Variables

	Case 1	Case 2	Case 3
<u>IBM to IS</u>			
Direct	<i>-0.008</i>	<i>-0.368</i>	<i>-0.080</i>
Indirect	0.372	0.818	0.479
Total	0.364	0.449	0.399
<u>IBM to BCB</u>			
Direct	0.286	0.636	0.236
Indirect	0.342	<i>0.020</i>	0.278
Total	0.629	0.656	0.514

Coefficients in italics are not significant at a 5% level