



## Impact of Internal Branding on Employees' Job Satisfaction, Brand Commitment and Brand Citizenship Behaviour

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**ABSTRACT:** The main objective of this research is to explore the impact of internal branding on employees' job satisfaction, brand commitment and brand citizenship behaviour in pharmaceutical industry. Data has been collected through questionnaire from a convenience sample of 428 Pharmacy Professionals [Response rate 100%] and further data has been analyzed with the help of Structural Equation Modelling [SEM]. The results of the research have positively confirmed the influence of internal branding on employees' job satisfaction, brand commitment and brand citizenship behaviour. The research will be of value addition for understanding the impact of internal branding on employees' job satisfaction, brand commitment and brand citizenship behaviour to improve the organisational performance.

**Keywords:** Brand Citizenship Behaviour, Brand Commitment, Internal Branding, Job Satisfaction, Pharmacy Professionals, Structural Equation Modelling.

### I. INTRODUCTION

Theoretical aspects of internal branding, job satisfaction, brand commitment and brand citizenship are explored;

#### A. Internal branding

Internal branding is a vital intangible asset of an organization [60]. There a positive relationship among corporate, internal and employer branding [19]. Hence, improper management of internal branding disturbs the corporate, employer branding and ultimately brand equity of an organisation. "Competitors can't imitate culture, programs, skills and knowledge of rivalry because they are unique" [2]. Internal branding is management of organization and its people, culture, heritage programs, assets/skills and capabilities for linking of every employee to delivery of the brand essence for the customer resonance. Simply, internal branding is an alignment of human capital strategy with brand strategy [31]. "Point of difference based on customer relationship rather than product offering will be resistant to competitors" [2]. Popular models of brand management named internal branding as brand as organization [1], Internalization of brand [30], brand vision and culture [56]. Many studies have explored the significance of internal branding in achieving organizational objectives [5, 17, 45].

Foster *et al.*, (2010) state that, "internal branding concentrates on the employees with the focus of delivering brand promise to customers" [19]. Bergstrom *et al.*, (2002) defined IB as, "three things such as: communicating the brand effectively to the employees; convincing them of its relevance and worth; and successfully linking every job in the organization to delivery of the brand essence" [10]. Bergstrom *et al.*, (2002) argued that, "internal branding operationalize the brand and integrate it within the whole business in order to encourage the employees to be more productive

based on the brand essence" [10]. The internal branding definitions [10, 19] reveal that internal branding as linking of every employee to deliver the brand essence for customer' resonance.

To deliver brand essence to customer resonance employees has to satisfy in his/her job [4, 7, 9, 8, 13], must commit to brand [11, 21] and has to exhibit brand citizenship behaviour [3, 5]. A Determining Element of internal branding is Organizational Citizenship Behaviour [5, 3].

#### B. Job satisfaction

Job satisfaction is a more cited research, is still complex in understanding and revised its definitions numerous [16]. In a nut shell job satisfaction is an outcome of congruence between employees job expectations and actual job. According to information processing model, employees' aware characteristic of the job that is job expectations and cognitively evaluates these characteristics that is actual job in order to determine the level of satisfaction [24, 28]. As per the social information processing model, job satisfaction is derived from other employees that is how they evaluate the job [48].

#### C. Employee brand commitment

If employees are vital element of brand equity, employees' commitment to brand must be organisation top priority. Employee brand commitment is the psychological attachment of employees to the brand for generating brand strength [11]. Brand commitment [BC] is one and the same of organizational commitment [43]. Organizational commitment is a tri-dimensional concept which includes obedience, identification & internalization [39] and it have adapted to employee brand commitment [11] and further, quantitatively validated BC concept as identification and internalisation dimensions [11].

Employee obedience is the employee reluctance to amend his or her attitudes and behaviours according to the needs of the brand [11]. Identification dimension of the brand commitment measures to what extent employees believe they are the constituent of the brand [11, 39] and internalisation dimension “indicates the degree to which employees has incorporated the brand into his or her thinking and behaviour” [11].

#### D. Brand citizenship behaviour

The concept of Organisational citizenship behaviour [OCB] reframed the “Job description” and its components. Job description includes the elements of in-role performance of the employee as an outcome of organisational effectiveness. Organisational citizenship behaviour [OCB] is an out of job description element which is voluntary and do not have formal rewards and focused more on job related performance [11]. Burmann and Zeplin (2005) and Burmann *et al.*, (2009) have derived the concept of Brand citizenship behaviour [BCB] from OCB considering externally targeted voluntary behaviour of employees [11,12]. King and Grace (2012) argued organizational citizenship behaviour and brand citizenship behaviour as same [33]. According to Burmann and Zeplin (2005) BCB differs from OCB. OCB is an intra-organisational concept where as BCB is extra-organisational concept and is also part of OCB [11]. Brand citizenship behaviour [BCB] has undergone subtle definitional revisions since 2005. Burmann and Zeplin (2005) and Piehler *et al.*, (2016) defines it as “Employees’ voluntarily brand-oriented behavior, which goes above and beyond their formal role requirements and brings the brand to live” [11, 42]. “Brand citizenship behavior is an overall structure which includes the voluntary behavior of employees to strengthen brand identity” [58]. Employees are associated with brand values, brand enthusiasm and self-development which make them positive words about the brand [49]. Whatever the

theme utilized for defining the BCB it must includes two concepts at its core: voluntary behaviour (Outside of their job description) and strength of the brand identity (voluntary behaviour perspective). In other words BCB is voluntary behaviour outside of job description in resonance of brand identity. Burmann and Zeplin (2005) first conceptualized BCB with seven dimensions: “helping behavior, brand consideration, brand enthusiasm, sportsmanship, brand endorsement, self-development and brand advancement”. Again Burmann and Zeplin (2005) validated seven dimensions of BCB in a quantitative study and reduced BCB construct to three dimensions: Brand acceptance, Brand enthusiasm/ Proselytization and Brand self-development [11]. Shaari *et al.*, (2012) have identified four dimensions of BCB: “helping behavior, sportsmanship, self-brand development and brand endorsement” [49]. Despite of significance of BCB in creating strong brand identity and equity, insights into the antecedents of the BCB with internal branding is limited. Hence, research is undertaken with this objective. The following are the hypothesis of the research;

**H1:** Internal branding positively influence on job satisfaction

**H2:** Internal branding positively influence on employee brand commitment

**H3:** Employee satisfaction positively influence on brand commitment

**H4:** Brand commitment positively influence on brand citizenship behavior.

## II. RESEARCH DESIGN AND METHODOLOGY

The design and methodology of the present research is presented in the Table.1. Data has been collected through questionnaire from a convenience sample of 428 Pharmacy Professionals (response rate 100%) and further data has been analyzed with the help of Structural Equation Modelling [SEM].

**Table 1: Research design and methodology.**

Data collection Instrument	Population	Sample selection and size	Response Rate	Tools of analysis
Questionnaire	Pharmacy Professionals	Convenience sample- 428	100%	Structural Equation Modelling

**Source:** Author compilation

#### A. Demographic characteristics of respondents

The demographic profile of the respondents is furnished in the Table. 2. A perusal of the table shows that majority of the respondents are males. Out of the 428

respondents 327 respondents are married. Majority of the respondents comes under the age group of 31-45 years. Out of the total respondents majority 176 have the experience of less than 5 years.

**Table 2: Demographic characteristics of respondents.**

Sr. No	Demographic variable	Characteristics	Respondents
1.	Gender	Male	312
		Female	116
2.	Age	Less than 30	128
		31-45	286
		46 and above	14
3.	Experience	Less than 5 years	176
		6-10	159
		10 years and above	93
4.	Marital status	Married	327
		Unmarried	101

**Source:** Primary data

### III. TEST OF RESEARCH MODEL

#### A. Reliability analysis

The variables of factors are obtained through qualitative research. Reliability of internal branding, job satisfaction, brand commitment and brand citizenship behaviour is furnished in the Table. 3. A cursory look at the table shows that all factors are reliable with Cronbach's alpha value of more than 0.6.

**Table 3: Reliability of factors.**

Factor name	Variables	Cronbach's alpha
Internal branding	IB 1-5	0.93
Job satisfaction	JS 1-6	0.87
Brand Commitment	BC 1-5	0.71
Brand Citizenship Behaviour	BCB 1-7	0.83

Source: Primary data

#### B. Statistics of model fit

The statistics of model fit are presented in the Table. 4. A glance at the Table reveals that fit index of Chi-square, GFI, AGFI, NNFI, CFI, RMSR and RMSEA are within the limit of acceptance.

**Table 4: Statistics of Model Fit.**

Fit Index	Values
AGFI	0.93
CFI	0.92
Chi-square	1.68
GFI	0.91
NNFI	0.94
RMSEA	0.06
RMSR	0.08

Source: Primary data

#### H1: Internal branding positively influence on job satisfaction

"Appropriate internal branding gives higher job satisfaction" [55]. Hence, organizations are using job satisfaction as an internal marketing tool [4] to optimize internal brand equity [7, 47]. The positive effect of internal marketing on job satisfaction explored in Food and Pharmaceutical Companies [14], ambulance service [13], health services [27], non-life insurance [51], casino [13], bank [9] and microfinance institution [29]. The present research also confirms once again the positive impact of internal branding on job satisfaction [H1= 0.49].

#### H2: Internal branding positively influence on employee brand commitment

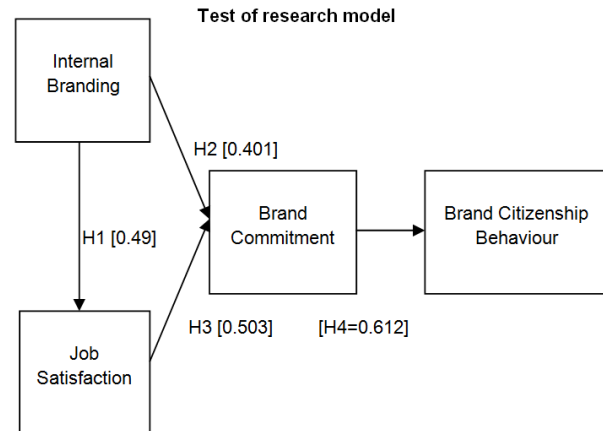
A successful internal branding endeavour leads to brand commitment [BC][11, 17]. The positive effect of internal marketing on brand commitment examined in education sector [23], and hospitality [61]. H2 also proves the positive impact of internal branding on employee brand commitment [H2= 0.401].

#### H3: Employee satisfaction positively influence on brand commitment

Social exchange theory emphasizes that those employees who are satisfied in the organisation, exhibits the positive behaviour in the organisation [6]. The hypothesis-3 also accepts the positive impact of employee satisfaction on brand commitment [H3=0.503].

#### H4: Brand commitment positively influence on brand citizenship behaviour

Voluntary [out of the job description] behaviour happens if employee commits to job. Hence, brand commitment acts as an antecedent of BCB. Porricelli *et al.*, (2014) research on brand commitment as an antecedent of BCB has explored the positive association [43]. The research also accepts the H4 hence it can be concluded that there is positive impact of brand employee satisfaction on brand commitment [H4=0.612].



Source: Primary data

### V. CONCLUSION

Internal branding influence the employees' job satisfaction, brand commitment and brand citizenship behaviour [H1-H4]. The research will be of value addition for understanding the impact of internal branding on employees' job satisfaction, brand commitment and brand citizenship behaviour to improve the organisational performance.

### V. FUTURE SCOPE

The further research may undertake with different industries [scope of the present research is limited to Pharma industry only].

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