

**RELATIONSHIP BETWEEN INTERNAL BRANDING  
PRACTICES, BRAND COMMITMENT AND  
EMPLOYEES' BRAND CITIZENSHIP BEHAVIOR**

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March 2012**



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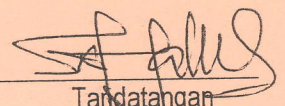
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: Doctor of Philosophy

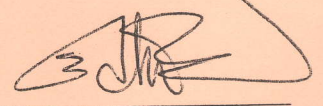
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BRAND COMMITMENT AND EMPLOYEES' BRAND CITIZENSHIP  
BEHAVIOR**

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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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## ABSTRAK

Walaupun konsep penjenamaan dalaman semakin popular bagi menyelaraskan gelagat jenama pekerja, tidak banyak yang diketahui bagaimana amalan penjenamaan dalaman memberi kesan kepada gelagat pekerja ke atas jenama organisasi. Kekurangan kajian di dalam bidang ini juga telah menghadkan pemahaman ke atas apakah gelagat pekerja yang bersesuaian yang boleh menyumbang kepada prestasi jenama sesuatu organisasi. Oleh itu, kajian ini bertujuan untuk menghubungkan perhubungan antara amalan penjenamaan dalaman (iaitu pengetahuan jenama, pimpinan jenama dan ganjaran jenama) ke atas gelagat kewarganegaraan jenama pekerja. Berpandukan Model Stimulus-Organisma-Tindakbalas kajian ini juga cuba untuk menguji peranan pengantara komitmen jenama ke atas hubungan asal. 288 pekerja dari 12 hotel di utara Malaysia iaitu Perlis, Kedah dan Pulau Pinang merangkumi penarafan tiga ke lima bintang telah melibatkan diri dalam kajian ini. Dua bahagian analisa regresi telah dijalankan. Bahagian pertama berkaitan model utama khusus bagi menjawab hipotesis utama manakala bahagian kedua dijalankan khusus bagi menjawab sub-hipotesis bagi perhubungan antara dimensi bagi setiap pembolehubah. Kajian ini mendedahkan bahawa pengetahuan jenama, pimpinan jenama dan ganjaran jenama mempunyai perhubungan yang positif signifikan dengan gelagat kewarganegaraan jenama dan juga komitmen jenama. Bagaimanapun, komitmen jenama hanya menjadi pengantara separa terhadap perhubungan antara pengetahuan jenama dan pimpinan jenama dan pengantara penuh bagi perhubungan antara ganjaran jenama dan gelagat kewarganegaraan jenama. Ujian ke atas sub-hipotesis mendedahkan bahawa maksud jenama, tanggungjawab menyampaikan janji jenama, pimpinan jenama transformasi dan ganjaran jenama mempunyai perhubungan yang positif signifikan dengan gelagat memberi pertolongan dan pembangunan-jenama-kendiri. 'Sportsmanship' pula dipengaruhi oleh pimpinan jenama transaksi dan transformasi dan juga ganjaran jenama manakala 'brand endorsement' dipengaruhi oleh pimpinan jenama transaksi dan ganjaran jenama. Pematuhan jenama menjadi pengantara separa ke atas perhubungan antara ganjaran jenama dengan 'sportsmanship' manakala penglibatan jenama menjadi pengantara separa ke atas perhubungan antara (1) pimpinan jenama transformasi ke atas gelagat memberi pertolongan (2) maksud jenama dan pimpinan jenama transformasi ke atas pembangunan-jenama-kendiri.

Katakunci: Gelagat kewarganegaraan jenama, penjenamaan dalaman, penjenamaan pekerja, komitmen jenama dan pemasaran dalaman.

## ABSTRACT

Despite the growing popularity of the concept of internal branding in aligning employees' brand behavior, little is known on how internal branding practices affect employees' behavior toward the organization's brand. The dearth of research in this field also limits the understanding of what is the appropriate employees' behavior that could enhance their organization's brand performance. Therefore, this study attempts to link the relationship of internal brand practices (namely brand knowledge, brand leadership and brand rewards) on employees' brand citizenship behavior. Built based on Stimulus-Organism-Response Model, this study also attempts to test the mediation role of employees' brand commitment on the initial relationship. 288 employees from twelve hotels in northern region of Malaysia in Perlis, Kedah and Penang consisted of three to five star rating participated in this study. Two parts of regression analyses were conducted. The first part dealt with general model specifically to answer the main hypotheses while the second part specifically conducted to answer sub-hypotheses of relationship between dimensions of each variable. The findings revealed that brand knowledge, brand leadership and brand rewards have a significant positive relationship with brand citizenship behavior as well as brand commitment. However, brand commitment only partially mediates the relationship between brand knowledge and brand leadership on brand citizenship behavior and fully mediate the relationship between brand rewards on brand citizenship behavior. The test of sub-hypotheses revealed that brand meaning, responsibility to deliver brand promise, transformational brand leadership and brand rewards have a significant positive relationship with helping behavior and self-brand-development. Sportsmanship is influenced by transactional and transformational brand leadership and brand rewards while brand endorsement is influenced by transactional brand leadership and brand rewards. Brand compliance partially mediates the relationship between brand rewards on sportsmanship while brand engagement partially mediates the relationship of (1) transformational brand leadership on helping behavior and (2) brand meaning and transformational brand leadership on self-brand-development.

**Keywords:** Brand citizenship behavior, internal branding, employee branding, brand commitment and internal marketing.

## ACKNOWLEDGEMENT

In the name of Allah, The Most Compassionate, The Most Merciful, Praise be Allah for giving me the strength and commitment to complete up to this level in my PhD. This thesis could not have been accomplished by myself. A humble and lucky human like me must seek Allah Almighty to provide me the chance to go through this process.

I acknowledge Dr Salniza Md. Salleh and Assoc. Prof. Dr Zolkafli Hussin, my supervisory committee members, for their kind guidance, willingness, encouragement and constructive critics throughout the preparation of this proposal. I also would like to extend special gratitude to Mr Hasnizam Hasan, Mr Fairol, Dr Sany and Dr Faizuniah for their comments and suggestions on the research instrument construction as well as Dr Faridahwati and Ms Yusninaida for the language editing.

For my beloved wife and children (Shuhaida, Nuqman, Amirah and Maisarah), my mother, late father, in-laws, sisters and brothers, thanks for your continuous support and understanding. Also special thanks to Mr Yus Amril from The University Inn for granted me a permission to conduct a pre-test among his employees and Mr Fitri for helping me distributing the questionnaire to UUM's employees. Last but not least, General Manager, Human Resource Manager, and Executive of respective hotels for their kind and consideration to participate in this study. Special thanks to all the respondents on their valuable time in completing the questionnaires.

Lastly, I would like to thank all staff of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia for their cooperation and continuous training provided. Finally, thanks to all those who directly and indirectly involve in this research associated with this study. Thank you.



## TABLE OF CONTENTS

<b>CERTIFICATION OF THESIS WORK</b> .....	ii
<b>PERMISSION TO USE</b> .....	iv
<b>ABSTRAK</b> .....	v
<b>ABSTRACT</b> .....	vi
<b>ACKNOWLEDGEMENT</b> .....	vii
<b>TABLE OF CONTENTS</b> .....	viii
<b>LIST OF TABLES</b> .....	xii
<b>LIST OF FIGURES</b> .....	xv
<b>LIST OF ABBREVIATIONS</b> .....	xvi
<b>APPENDICES</b> .....	xviii

### CHAPTER 1 RESEARCH OVERVIEW

1.0	Introduction .....	1
1.1	Background of the Study.....	1
1.2	Problem Statement.....	6
1.3	Research Questions.....	11
1.4	Research Objectives.....	12
1.5	Significance of the Study.....	13
	1.5.1 Theoretical Contribution.....	13
	1.5.2 Practical Contribution.....	15
1.6	Scope of the Study.....	15
1.7	Definition of Key Terms.....	17
1.8	Organization of the Study.....	20
1.9	Conclusion.....	22

### CHAPTER 2 LITERATURE REVIEW

2.0	Introduction.....	23
2.1	Employees Contribution to Brand Performance.....	23
2.2	Brand Citizenship Behavior.....	26
	2.2.1 Conceptualizing Employees' Brand Citizenship Behavior... ..	28
	2.2.2 Dimensions of Brand Citizenship Behavior.....	30
	2.2.3 The Importance of Employees' Brand Citizenship Behavior	33
2.3	The Underlying Theory of Brand Citizenship Behavior.....	34
	2.3.1 Stimulus-Organism-Response Model.....	35
2.4	General Stimulus for Brand Citizenship Behavior.....	38
	2.4.1 Individual Factors.....	38
	2.4.2 Interpersonal Factors.....	39
	2.4.3 Organizational Factors.....	39
2.5	Internal Branding Practices as Stimulus for Employees' BCB.....	41
	2.5.1 Defining the Internal Branding Conception.....	41
	2.5.2 Criticism of Internal Branding.....	44
2.6	Overview of Relationship between Major Internal Branding Practices and Brand Citizenship Behavior.....	46
	2.6.1 Internal Brand Communication.....	50
	2.6.2 Brand Training.....	52

2.6.3	Brand Leadership.....	53
2.6.4	Rewards and Recognitions.....	57
2.6.5	Brand Culture.....	59
2.6.6	Other Sustainability Factors.....	63
2.7	Variables Relating to This Study.....	66
2.7.1	Brand Knowledge.....	70
	2.7.1.1 Definition and Conceptualization of Brand Knowledge.....	73
	2.7.1.2 Relationship between Brand Knowledge, Brand Commitment and Brand Citizenship Behavior.....	74
2.7.2	Brand Leadership.....	80
	2.7.2.1 Definition and Conceptualization of Brand Leadership.....	81
	2.7.2.2 Relationship between Brand Leadership, Brand Commitment and Brand Citizenship Behavior.....	84
2.7.3	Brand Rewards.....	89
	2.7.3.1 Definition and Conceptualization of Brand Rewards.....	90
	2.7.3.2 Relationship between Brand Rewards, Brand Commitment and Brand Citizenship Behavior.....	91
2.8	The Mediation Role of Employees' Brand Commitment.....	94
2.8.1	Definition and Conceptualizing Employees' Brand Commitment.....	96
2.8.2	Antecedents and Consequences of Employees' Brand Commitment (i.e. Brand Compliance, Brand Identification and Brand Internalization).....	99
	2.8.2.1 Brand Compliance.....	99
	2.8.2.2 Brand Identification.....	100
	2.8.2.3 Brand Internalization.....	103
2.9	Theoretical Framework.....	104
2.10	Research Hypotheses.....	108
2.11	Conclusion.....	109

### **CHAPTER 3 RESEARCH METHODOLOGY**

3.0	Introduction.....	110
3.1	Research Design.....	110
3.2	Sample Design.....	112
	3.2.1 Population and Sample Size.....	112
	3.2.2 Sample and Unit of Analysis.....	114
	3.2.3 Sample Frame and Sample Size.....	115
	3.2.4 Sampling Procedure.....	116
	3.2.5 Sampling Techniques.....	116
3.3	Data Collection Procedures.....	117
3.4	Operational Definition.....	119
3.5	Instrumentation and Measurement of Variables.....	122
	3.5.1 Research Instruments.....	122
	3.5.2 Translation of Research Instrument.....	123
	3.5.3 Measurement Scale.....	124

3.5.4	Scaling Design.....	125
3.5.4.1	Section A.....	125
3.5.4.2	Section B.....	126
3.5.4.3	Section C.....	128
3.5.4.4	Section D.....	128
3.5.4.5	Section E.....	129
3.5.4.6	Section F.....	130
3.6	Pilot Test.....	132
3.7	Techniques of Data Analysis.....	133
3.7.1	Descriptive Analysis.....	133
3.7.2	Factor Analysis.....	133
3.7.3	Reliability Test.....	135
3.7.4	Correlation Analysis.....	136
3.7.5	Multiple Regression Analysis.....	137
3.7.6	Test of Mediation.....	138
3.8	Conclusion.....	138

## **CHAPTER 4 DATA ANALYSIS AND FINDINGS**

4.0	Introduction.....	139
4.1	Participation and Response Rate.....	139
4.2	Data Screening and Non-Response Biases.....	141
4.3	Respondents' Profile.....	143
4.4	Factor Analysis.....	147
4.5	Reliability Analysis.....	159
4.6	Descriptive Analysis.....	160
4.7	Correlation Analysis.....	162
4.8	Regression Analysis.....	165
4.8.1	Test of Regression Assumptions and Outliers.....	165
4.8.2	Test of Hypotheses of the Study.....	166
4.9	Regression Analysis of Main Hypotheses.....	167
4.9.1	Relationship between Brand Knowledge, Brand Leadership and Brand Rewards, and Brand Citizenship Behavior.....	167
4.9.2	Relationship between Brand Knowledge, Brand Leadership and Brand Rewards, and Brand Commitment.....	168
4.9.3	Relationship between Brand Commitment and Brand Citizenship Behavior.....	169
4.9.4	The Mediation Role of Brand Commitment on the Relationship between Brand Knowledge, Brand Leadership and Brand Rewards, and Brand Citizenship Behavior.....	170
4.10	Regression Analysis of Sub-Hypotheses.....	173
4.10.1	Relationship between Brand Meaning, Brand Information Brand Delivery, Transactional Brand Leadership, Transformational Brand Leadership and Brand Rewards, and Dimension of Brand Citizenship Behavior.....	173

4.10.1.1	Helping Behavior.....	173
4.10.1.2	Sportsmanship.....	175
4.10.1.3	Self-Brand-Development.....	176
4.10.1.4	Brand Endorsement.....	177
4.10.2	Relationship between Brand Meaning, Brand Information, Brand Delivery, Transactional Brand Leadership, Transformational Brand Leadership and Brand Rewards, and Dimension of Brand Commitment.....	178
4.10.2.1	Brand Compliance.....	178
4.10.2.2	Brand Engagement.....	179
4.10.3	Relationship between Brand Compliance and Brand Engagement, and Dimensions of Brand Citizenship Behavior.....	181
4.10.3.1	Helping Behavior.....	181
4.10.3.2	Sportsmanship.....	182
4.10.3.3	Self-Brand-Development.....	183
4.10.3.4	Brand Endorsement.....	184
4.10.4	The Mediation Role of Brand Compliance and Brand Engagement on the Relationship between Dimensions of Brand Knowledge, Brand Leadership and Brand Rewards, and Dimension of Brand Citizenship Behavior.....	185
4.10.4.1	The Mediation Effect of Brand Compliance.....	186
4.10.4.2	The Mediation Effect of Brand Engagement.....	191
4.11	Conclusion.....	196

## **CHAPTER 5 DISCUSSION AND CONCLUSION**

5.0	Introduction.....	202
5.1	Recapitulation of the Major Findings.....	202
5.2	Discussions of Findings.....	203
5.2.1	Internal Branding Practices and Brand Citizenship Behavior.....	204
5.2.2	Internal Branding Practices and Brand Commitment.....	213
5.2.3	Brand Commitment and Brand Citizenship Behavior.....	217
5.2.4	The Mediation Effect of Brand Commitment on the Relationship between Internal Branding Practices and Brand Citizenship Behaviors.....	219
5.3	Implications of the Study.....	221
5.3.1	Theoretical Implications.....	222
5.3.2	Practical Implications.....	225
5.4	Limitations and Future Research.....	228
5.5	Conclusion.....	230
	<b>REFERENCES.....</b>	<b>232</b>

## LIST OF TABLES

Table 2.1	:	Comparison of Employees' Brand Consistent Behavior Measures.....	27
Table 2.2	:	The Differences of OCB and BCB Dimensions.....	31
Table 2.3	:	The Demarcation of Employee Branding and Employer Branding.....	43
Table 2.4	:	Internal Branding Fallacies and Criticisms.....	45
Table 2.5	:	Most Prominent Studies on Predictors of Brand Behavior/Brand Performance (1990s-2010s).....	47
Table 2.6	:	The Relationship between Brand Knowledge, Attitude and Behavior.....	72
Table 2.7	:	Differences of Characteristics of Bass's (1990) Leadership Style and Morhart et. al.'s (2008) Brand Leadership Style.....	83
Table 2.8	:	Summary of Objectives of the Study and Hypotheses Development.....	108
Table 3.1	:	Number of Registered Hotel (3-4 Star) in Kedah, Perlis and Penang (as at September 14, 2010).....	113
Table 3.2	:	General Guideline for Number of Respondents Permitted (based on expert suggestion).....	115
Table 3.3	:	Data Collection Period.....	117
Table 3.4	:	Items of the Brand Knowledge Scale.....	126
Table 3.5	:	Items of the Brand Leadership Scale.....	127
Table 3.6	:	Items of the Brand Rewards Scale.....	128
Table 3.7	:	Items of the Brand Commitment Scale.....	129
Table 3.8	:	Items of the Brand Citizenship Behavior Scale.....	129
Table 3.9	:	Summary of the Variables and the Measurement of the Instrument.....	131
Table 3.10	:	Rules of Thumb for Internal Consistency.....	136
Table 3.11	:	Correlation Coefficient Range and Strength of Relationship.....	136
Table 4.1	:	Summary of Participating Hotels and Sample Size...	140
Table 4.2	:	Chi-Square Test to Assess Non-Response Bias.....	143
Table 4.3	:	Respondents' Profile.....	144
Table 4.4	:	Factor Analysis for Brand Knowledge.....	149
Table 4.5	:	Factor Analysis for Brand Leadership.....	150
Table 4.6	:	Factor Analysis for Brand Rewards.....	152
Table 4.7	:	Factor Analysis for Brand Commitment.....	154
Table 4.8	:	Factor Analysis for Brand Citizenship Behavior.....	156
Table 4.9	:	Summary of Factor Analysis and No. of Items For Tested Variables.....	159
Table 4.10	:	Summary of Reliability Test.....	160
Table 4.11	:	Descriptive Analysis.....	161
Table 4.12	:	Correlations of the Major Variables.....	164
Table 4.13	:	Result of Regression Analysis of Internal Branding Practices on Brand Citizenship Behavior .....	168
Table 4.14	:	Result of Regression Analysis of Internal Branding	

		Practices on Brand Commitment.....	169
Table 4.15	:	Result of Regression Analysis of Brand Commitment on Brand Citizenship Behavior.....	169
Table 4.16	:	Result of Regression Analysis of Internal Branding Practices and Brand Commitment on Brand Citizenship Behavior.....	171
Table 4.17	:	The Mediation Effect of Brand Commitment on Brand Citizenship Behavior.....	172
Table 4.18	:	Relationship between Brand Meaning, Brand Information, Brand Delivery, Transactional Brand Leadership, Transformational Brand Leadership and Brand Rewards, and Helping Behavior.....	174
Table 4.19	:	Relationship between Brand Meaning, Brand Information, Brand Delivery, Transactional Brand Leadership, Transformational Brand Leadership and Brand Rewards, and Sportsmanship.....	175
Table 4.20	:	Relationship between Brand Meaning, Brand Information, Brand Delivery, Transactional Brand Leadership, Transformational Brand Leadership and Brand Rewards, and Self-brand-development...	177
Table 4.21	:	Relationship between Brand Meaning, Brand Information, Brand Delivery, Transactional Brand Leadership, Transformational Brand Leadership and Brand Rewards, and Brand Endorsement.....	178
Table 4.22	:	Relationship between Brand Meaning, Brand Information, Brand Delivery, Transactional Brand Leadership, Transformational Brand Leadership and Brand Rewards, and Brand Compliance.....	179
Table 4.23	:	Relationship between Brand Meaning, Brand Information, Brand Delivery, Transactional Brand Leadership, Transformational Brand Leadership and Brand Rewards, and Brand Engagement.....	180
Table 4.24	:	Relationship between Brand Compliance and Helping Behavior.....	181
Table 4.25	:	Relationship between Brand Engagement and Helping Behavior.....	182
Table 4.26	:	Relationship between Brand Compliance and Sportsmanship.....	183
Table 4.27	:	Relationship between Brand Engagement and Sportsmanship.....	183
Table 4.28	:	Relationship between Brand Compliance and Self-Brand Development.....	184
Table 4.29	:	Relationship between Brand Engagement and Self-Brand Development.....	184

Table 4.30	:	Relationship between Brand Compliance and Brand Endorsement.....	185
Table 4.31	:	Relationship between Brand Engagement and Brand Endorsement.....	185
Table 4.32a	:	Mediating Effect of Brand Compliance on Helping Behavior.....	187
Table 4.32b	:	Mediating Effect of Brand Compliance on Sportsmanship.....	188
Table 4.32c	:	Mediating Effect of Brand Compliance on Self-Brand-Development.....	189
Table 4.32d	:	Mediating Effect of Brand Compliance on Brand Endorsement.....	190
Table 4.33a	:	Mediating Effect of Brand Engagement on Helping Behavior.....	192
Table 4.33b	:	Mediating Effect of Brand Engagement on Sportsmanship.....	193
Table 4.33c	:	Mediating Effect of Brand Engagement on Self-Brand-Development.....	194
Table 4.33d	:	Mediating Effect of Brand Engagement on Brand Endorsement.....	195
Table 4.34	:	Summary of Hypotheses and Results.....	196

## LIST OF FIGURES

Figure 2.1	:	Categorizing and Characteristics of Employees' Brand Performance.....	26
Figure 2.2	:	Relationship of Brand Citizenship Behavior and Organization Citizenship Behavior.....	29
Figure 2.3	:	Stimulus-Organism-Response Model.....	36
Figure 2.4	:	The Relationship between Internal Branding to Employees and Brand Commitment and BCB.....	49
Figure 2.5	:	The Role of Leadership during Internal Branding....	56
Figure 2.6	:	The Contribution of Different Departments to a Brand Success.....	65
Figure 2.7	:	The Effect of Brand Knowledge Dissemination.....	77
Figure 2.8	:	Relationship between Types of Brand Leadership and Employee's Brand Performance.....	87
Figure 2.9	:	Overlapping of Brand Commitment Measures in Selected Literatures.....	98
Figure 2.10	:	Theoretical Framework of the Present Study.....	105
Figure 4.1	:	Relationship between Internal Branding Practices and Brand Commitment on Brand Citizenship Behavior.....	172



## LIST OF ABBREVIATIONS

AVA	Average Variance Accounted
BBT	Black Box Theory
BCB	Brand Citizenship Behavior
BCKB	Brand Consultancy Knowledge Board
BTSL	Brand-specific Transactional Leadership
BTFL	Brand-specific Transformational Leadership
CBBE	Customer-based Brand Equity
CFA	Confirmatory Factor Analysis
EBEM	Employee Brand Engagement Model
EFA	Exploratory Factor Analysis
GDP	Gross Domestic Product
HOEM	Hierarchy of Effect Model
HR	Human Resource
KMO	Kaiser-Meyer-Olkin
LMX	Leader-Member Exchange
MAH	Malaysian Association of Hotels
MOTOUR	Ministry of Tourism Malaysia
MSA	Measure of Sampling Adequacy
OCB	Organization Citizenship Behavior
OCE	Organizational Commitment to Employees
PACE	Centre for Professional and Continuing Education
PCA	Principle Component Analysis
POS	Perceived Organizational Support
PPMC	Pearson's Product-Moment Correlation
SET	Social Exchange Theory

SORM	Stimulus-Organism-Response Model
SPSS	Statistical Package for the Social Sciences
SRM	Stimulus-Response Model
SWA	SouthWest Airlines
UUM	Universiti Utara Malaysia
VIF	Variance Inflation Factor

## APPENDICES

Appendix A1 :	Hypotheses Development.....	254
Appendix A2 :	Set of Questionnaire.....	261
Appendix A3 :	Sample of Invitation Letter.....	279
Appendix B1 :	Test of Non-Response Biases.....	281
Appendix B2 :	Respondent's Profile.....	288
Appendix B3 :	Factor Analysis.....	291
Appendix B4 :	Reliability Test.....	323
Appendix B5 :	Descriptive Analysis.....	331
Appendix B6 :	Correlation Analysis.....	332
Appendix C1 :	Preliminary Test of Outliers and Multiple Regression Assumptions.....	333
Appendix C2 :	Regression Analysis to Answer Main Hypotheses.....	336
Appendix C3 :	Regression Analysis to Answer Sub-Hypotheses H1,H2 & H3.....	349
Appendix C4 :	Regression Analysis to Answer Sub-Hypotheses H4, H5 & H6.....	365
Appendix C5 :	Regression Analysis to Answer Sub-Hypotheses H7.....	373
Appendix C6 :	Regression Analysis to Answer Sub-Hypotheses H8,H9 & H10 (Compliance).....	397
Appendix C7 :	Regression Analysis to Answer Sub-Hypotheses H8, H9 & H10 (Engagement).....	433

# CHAPTER 1

## RESEARCH OVERVIEW

### 1.0 Introduction

This chapter provides basic information about the present study. This chapter begins with a discussion of the background as well as the issues of the study. Next, problem statements that lead to the urgency of this study are discussed. This is followed by objectives and research questions, significance, and scope of the study. Finally, definition of key terms used in this study as well as organization of the thesis is presented at the end of this chapter.

### 1.1 Background of the Study

Brand management is nothing new for most organization. Brand is synonymous with intangible asset to organization, which strong brand could leverage consumption behavior, premium price and customer loyalty as well as gained reputable image and competitive advantage (Keller, 1993). As a result, most brand management literatures exclusively focus on customer-based branding that lead to development of Customer-Based Brand Equity (CBBE) theory (Keller, 2001). In line with such development, practitioners had structure their marketing program around building and preserving their brand equity. The development mainly underpinned by the argument that organization could maximize their brand performance once they had understood customers' attitude and behavior better than their competing brand (Knapp, 1999). As a result, the study that aimed to understand customers' behavior towards the organizations' brand and their contribution to overall brand success had gained much

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