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**THE INTERNAL BRANDING PRACTICE AND BRANDCITIZENSHIP
BEHAVIOR: THE MEDIATING EFFECTS OF EMPLOYEE BRAND FIT**



DEGREE OF DOCTOR OF PHILOSOPHY

UNIVERSITI UTARA MALAYSIA,

**THE INTERNAL BRANDING PRACTICE AND
BRANDCITIZENSHIP BEHAVIOR: THE MEDIATING EFFECTS
OF EMPLOYEE BRAND FIT**



By
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Thesis Submitted to
School of Business Management
Universiti Utara Malaysia,
in fulfillment of the Requirement for the Degree of Philosophy

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ABSTRACT

This study examines the determinants of employee brand citizenship behavior (BCB) among employees of telecommunication industry in Nigeria. Primarily, this study explored the role of employee brand fit as a mediator on the relationship between internal branding practices namely brand leadership, brand reward, brand training and brand communication and employee BCB. Partial Least Squares Method (PLS) algorithm and bootstrap techniques were used to test the study hypotheses. The results provided support for most of the hypothesized relationship for the study. Specifically, brand leadership, brand reward, brand training and employee brand fit are significantly and positively related to employee BCB. However, brand communication is found to be insignificant to employee BCB. The results revealed that both transactional and transformational brand leadership have significant impact on employee BCB. However, transformational brand leadership was found to have more significant impact on BCB than transactional brand leadership. Moreover, the results revealed that brand leadership, brand reward and brand communication are significantly and positively significant to employee brand fit. Nevertheless, brand training was found to be insignificant to employee brand fit. Furthermore, the results of mediation indicated that three of the four hypotheses are significant. Therefore, significant positive effects of brand leadership, brand reward, brand training and employee brand fit suggest that the variables are important in motivating and enhancing employee BCB. As such, organization can motivate and encourage their employees to exhibit BCB by improving on these practices. Enhanced performance of brand citizenship behavior is crucial to the success of the brand. Contributions, limitations and implications are discussed.

Keywords: internal branding, employee brand fit, employee brand citizenship behaviors

ABSTRAK

Kajian ini mengkaji penentu tingkah laku jenama kewarganegaraan pekerja (BCB) pekerja dalam kalangan pekerja industri telekomunikasi di Nigeria. Pada awalnya, kajian ini menyelidik peranan kesesuaian jenama pekerja sebagai pengantara hubungan antara amalan penjenamaan dalaman iaitu jenama kepimpinan, jenama ganjaran, jenama latihan dan jenama komunikasi dan BCB pekerja. Kaedah algoritma *Partial Least Square* (PLS) dan teknik *bootstrap* telah digunakan untuk menguji hipotesis kajian. Hasil kajian menyokong kebanyakan hubungan hipotesis yang dikaji. Secara khususnya, jenama kepimpinan, jenama ganjaran, jenama latihan dan kesesuaian jenama pekerja adalah berkaitan dengan BCB pekerja secara ketara dan positif. Walau bagaimanapun, jenama komunikasi didapati tidak ketara kepada BCB pekerja. Keputusan mendedahkan bahawa kedua-dua kepimpinan jenama transaksi dan transformasi mempunyai kesan yang besar ke atas BCB pekerja. Walau bagaimanapun, kepimpinan jenama transformasi telah didapati mempunyai kesan yang lebih besar ke atas BCB daripada kepimpinan jenama urus niaga. Selain itu, hasil kajian menunjukkan jenama kepimpinan, jenama ganjaran, dan jenama komunikasi adalah signifikan dan positif terhadap kesesuaian jenama pekerja. Walau bagaimanapun, jenama latihan didapati tidak signifikan terhadap kesesuaian jenama pekerja. Selain itu, hasil pengantaraan menunjukkan bahawa tiga daripada empat hipotesis adalah signifikan. Oleh itu, kesan signifikan yang positif bagi jenama kepimpinan, jenama ganjaran, jenama latihan dan kesesuaian jenama pekerja mencadangkan bahawa pemboleh ubah adalah penting dalam memotivasi dan meningkatkan BCB pekerja. Justeru, organisasi boleh mendorong dan menggalakkan pekerja mereka untuk mempamerkan BCB dengan memperbaiki amalan-amalan ini. Peningkatan prestasi BCB adalah penting bagi kejayaan jenama tersebut. Sumbangan, batasan dan implikasi turut dibincangkan.

Kata kunci: penjenamaan dalaman, kesesuaian jenama pekerja, pekerja jenama kewarganegaraan

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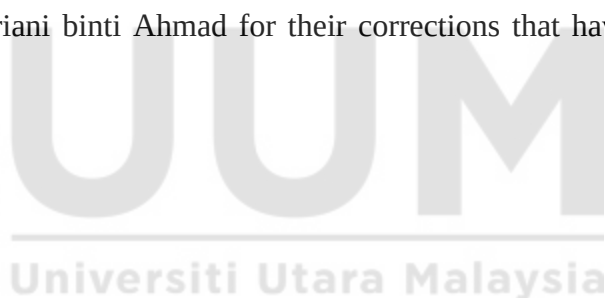
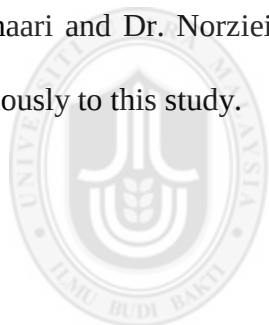


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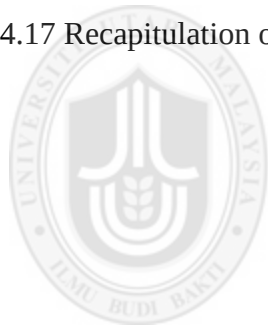


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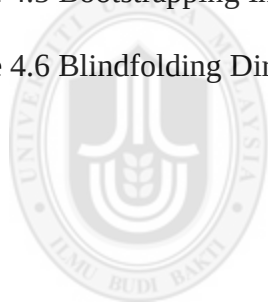
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LIST OF ABBREVIATIONS

ARPU	Average Revenue per User
AVE	Average Variance Explained
CMV	Common Method Variance
BCB	Brand Citizenship Behavior
BC	Brand Communication
B-E	Brand endorsement
BF	Brand Fit
BHB	Brand Helping Behavior
BL	Brand Leadership
BR	Brand Reward
BT	Brand Training
CR	Composite Reliability
GDP	Gross Domestic Product
GSM	Global System of Mobile
HCM	Hierarchical Component Model
IMO	Internal Marketing Orientation
LMX	Leadership-member Exchange
NCC	Nigeria Communication Commission
NBS	National Bureau of Statistics
NITEL	Nigeria Telecommunication Limited
OCB	Organizational Citizenship Behavior
OYAGBS	Othman Yeap Abdullah Graduate School of Business
P-E	Person-environment Fit

PLS	Partial Least Square
SET	Social Exchange Theory
S-D	Self-brand Development
S-P	Sportsmanship
TFL	Transformational Brand Leadership
TSL	Transactional Brand Leadership
VIP	Variance Inflation Factor



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Brand management has emerged as a significant priority among marketing researchers and practitioners. This is due to the realization that brand is the most valuable intangible asset organizations can manage in order to achieve competitive advantage. Traditionally, organizations focused mainly on their external customers in building and managing their brands (Keller, 2009). However, due to the need to balance internal and external brand management, organizations are now focusing on their internal customers, who are their employees in order to sustain their brands' competitive advantage (Shaari, Salleh, & Hussin, 2011). This is because of the importance of employee's behaviors in achieving competitive advantage particularly during service encounter (Shaari et al., 2011; Burmann & Zeplin, 2005). Nevertheless, most studies focus on the behaviors and contributions made by customers in building a strong brand which resulted in the development of customer-based brand equity (Keller, 2001). Therefore, understanding customer's attitude and behavior, and their contributions to the success of organization's brand have gained considerable attention among practitioners, and marketing researchers (Yoo & Donthu, 2001; Yoo, Donthu, & Lee, 2000; Keller & Lehmann, 2006). Thus, this negates the efforts made by employees in achieving competitive advantage (Shaari, Salleh, & Hussin, 2012).

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the thesis is for
internal user
only

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APPENDIX A

ACADEMIC RESEARCH QUESTIONNAIRE



SURVEY QUESTIONNAIRE

Research Title: The internal branding practices and employee brand citizenship behavior: The mediating effect of employee brand fit.

Objective: To investigate the mediating role of employee brand fit on the relationship between brand leadership, brand reward, brand training, brand communication and brand citizenship behavior of Telecommunication industry in Nigeria.

Target: Employees of MTN, Glo, Airtel, Etislat, Vodafone and Multilinks

Dear Respondent,

This questionnaire is designed purposely for academic research. It is meant to aid the student in data collection that can satisfy the requirement for award of PhD degree in Marketing. The questionnaire is designed in order to source data for testing the relationship among factors in your brand, namely: internal branding practices (brand leadership, brand reward, brand training, and brand communication), employee brand fit, and brand citizenship behavior (BCB). Your responses will be treated strictly as confidential and, therefore, your identity is not required.

Thank you in anticipation of cooperation and assistance.

Lawi Adamu (900171)

Student

SECTION A: DEMOGRAPHIC

Instructions: please tick appropriate box and fill in your answer at the blank space.

1. Your brand

MTN ☐

ETISLAT ☐

GLO ☐

VODAFONE ☐

AIRTEL ☐

MULTILINKS ☐

2. Do you have direct contact with the organization's customer?

☐ Yes

☐ No

3. Job status

☐ Permanent

☐ Temporary

☐ Contract

☐ Others

(specify).....

4. Working experience

10 years and above ☐

5 – 10 years ☐

1 – 5 years ☐

Less than 1 year ☐

5. Highest educational background

- Doctorate Degree ☐
- Masters Degree ☐
- First Degree ☐
- Diploma/NCE/etc. ☐
- Secondary school certificate ☐
- Others (specify).....

6. Which department/unit do you work for?

- Sales and distribution ☐
- Customer relations ☐
- Engineering/technical ☐
- Human resources ☐
- Security ☐
- Agency ☐
- Others..... ☐

INSTRUCTION: Answer the entire question by ticking the number that best reflects your perception and feeling based on the scale **1 = Strongly disagree** and **7 = Strongly agree**.

Section B: Brand Leadership

S/NO	STATEMENT	1	2	3	4	5	6	7
1	My leader will..... Re-examine the brand promise and question whether is delivered appropriate.							
2	Asks for different perspectives when interpreting the organization's brand values.							
3	Get me to look at my job in terms of a branding task.							
4	Recommend a brand promoter's perspective on how to							

	accomplish a brand task.								
5	Talk optimistically on the future of our organization's brand.								
6	Talk enthusiastically on what is needed to accomplish in order to strengthen our organization's brand.								
7	Articulate a compelling vision of our brand.								
8	Express believe that brand organization's brand goals will be achieved.								
9	Instill pride in me for being associated with organization's brand.								
10	Goes beyond self-interest for the benefit of the organization's brand.								
11	Lives our organization's brand in a way that builds my respect.								
12	Show a sense of power and confidence while talking about the organization's brand.								
13	Specify the significance of having a strong sense of our organization's brand.								
14	Stress on the organization's most important brand values and his/her belief in them.								
15	Considers both moral and ethical consequences of our brand promise.								
16	Stress on the importance of having a collective sense of our brand mission.								
17	Spend time on teaching and coaching me brand related issues.								
18	Treat me as an individual rather than just one of many members of the organization.								
19	Consider me as having different aspiration, abilities and needs from other members of the organization.								
20	Help me to develop myself in order to be a good representative of our brand.								
21	Focuses attention on mistakes, deviations, exceptions and irregularities from what I am expected to do as a representative of the brand.								
22	Keep careful track of mistakes regarding brand-consistency of my behavior.								
23	Monitor my performance as a brand representative for errors that require correction.								
24	Be on alert in case of failure to meet standards for brand-consistence behavior.								
25	Reprimand me where my performance is not up to standards for brand-consistent behavior.								
26	React accordingly if I do not adhere to our standards for brand-consistent behavior.								
27	Tell me what I will receive if I do as required from a brand representative.								

28	Tell me what I should do to be rewarded for my efforts for brand-consistent behavior.							
29	Spells out agreement with me on what to receive if I behave in line with our standards for brand-consistent behavior.							
30	Talks about special rewards for ideal behavior as a brand representative							

SECTION C: Brand Reward

S/NO	STATEMENT	1	2	3	4	5	6	7
1	My organization provides better incentives and rewards at all levels for service quality delivery, not just productivity.							
2	My organization gives freedom and authority to individual employee to act independently for delivery of brand promise.							
3	How much I champion the organization's brand depends on how much I am rewarded.							
4	My organization provides training to employees that enhance their ability to deliver the brand promise.							
5	Promotions in this organization depend on whether the employee behaves in accordance with brand identity and enhance brand image.							

SECTION D: Brand Training

S/NO	STATEMENT	1	2	3	4	5	6	7
1	My organization makes new and potential employees understanding brand-related values and spirit through training							
2	My organization through training courses makes individual employee values and behaviors consistent with the values of the brand.							
3	My organization through training provides the employees with skills to make them produce positive brand-consistent behavior.							
4	My organization encourages me to come up with the new and better suggestions on how to do things.							

SECTION E: Brand Communication

S/NO	STATEMENT	1	2	3	4	5	6	7
1	My organization communicates to us brand-related spirits, content, and values while developing new products.							
2	My organization do transmits brand values to employees							

	through various kinds of informal channels.							
3	My organization do transmits brand values to employees through various kinds of formal channels.							
4	My organization often transmits brand values toward stakeholders through interaction of employees and stakeholders such as customers and suppliers.							
5	My organization regularly assesses the impact of brand communication.							

SECTION F: Employee Brand Fit

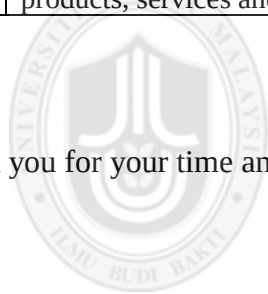
S/NO	STATEMENT	1	2	3	4	5	6	7
1	I feel that my personal values are a good fit with this organization.							
2	My organization has the same values as I do with regard to concern to others.							
3	My organization has the same values as I do with regard to honesty.							
4	My organization has the same values as I do with regard to fairness.							

SECTION G: Brand Citizenship Behavior

S/NO	STATEMENT	1	2	3	4	5	6	7
1	My attitude towards customers and other colleagues is positive.							
2	I am always friendly to organization's customers and other colleagues.							
3	I always help customers and other colleagues.							
4	I always put myself in the position of customers and other colleagues in order to know their views and problems.							
5	I always take responsibility even outside my own area of competency if necessary.							
6	I always consider the consequences of what I say and act on the organization's brand image.							
7	I act in accordance with the brand identity even when I'm not controlled by anyone.							
8	I take special care of my work and quality of my work outcome, if it has a positive impact on organization's brand identity.							
9	I complain frequently on the effort that is made to generate							

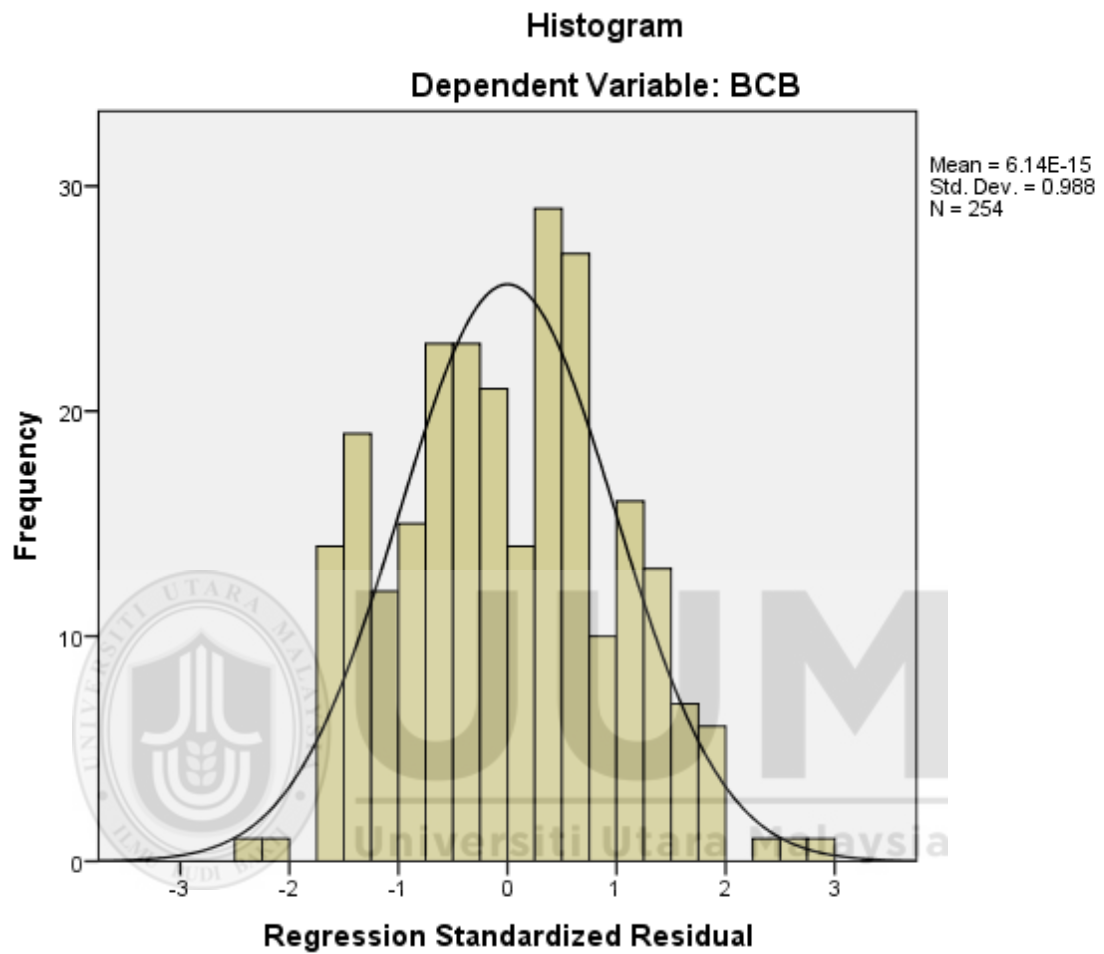
	positive brand image.								
10	I express frequently the difficulties and annoying roles and responsibilities of my jobs.								
11	I am ready to stay with this organization, even if better offer (more salary) comes from other competitors.								
12	I would always recommend this brand to others (friends, acquaintances, and relatives) also in private conversations.								
13	I would try to convey our brand identity to new employees (e.g. either in informal conversation or through assuming a mentor role.								
	In order to satisfy the customer's expectations towards organization's brand....								
14a	I ask my other co-workers actively for feedback								
14b	I work hard to develop expertise by reading professional journals, manuals and other related guidebooks.								
14c	I always report customers complain or internal problems directly to person concern								
14d	I take initiative regularly to participate in training.								
14e	I take initiatives to come up with new ideas for new products, services and process improvement								

Thank you for your time and patience.



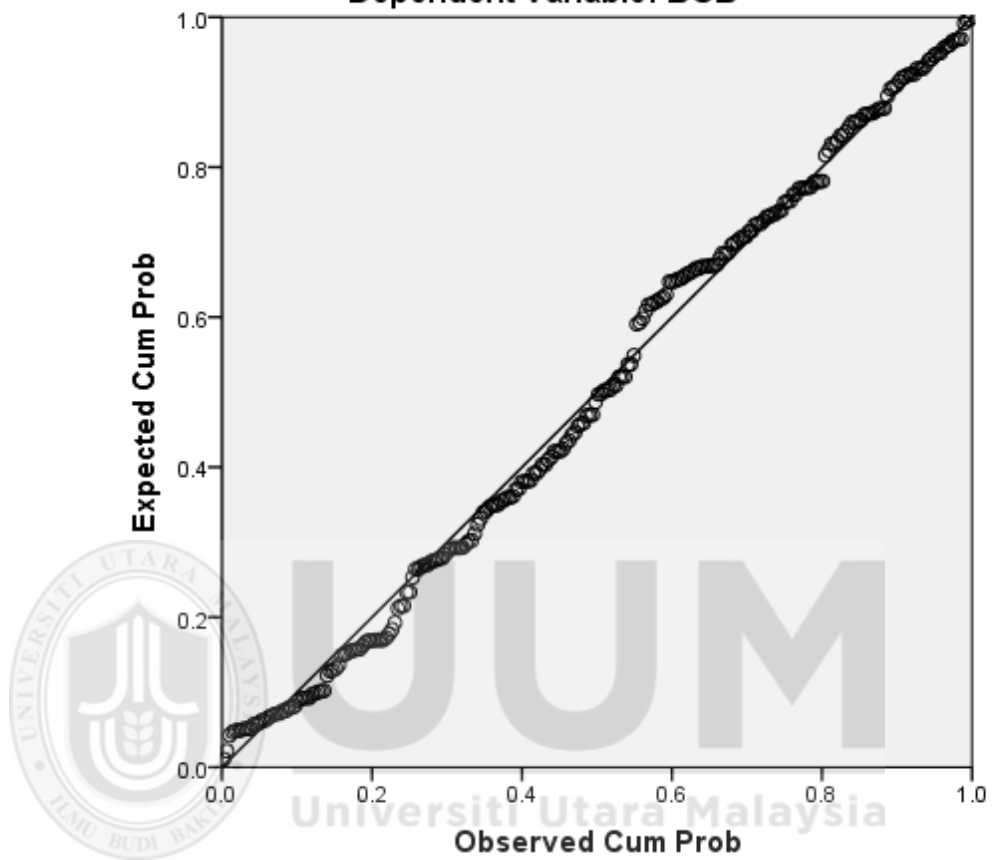
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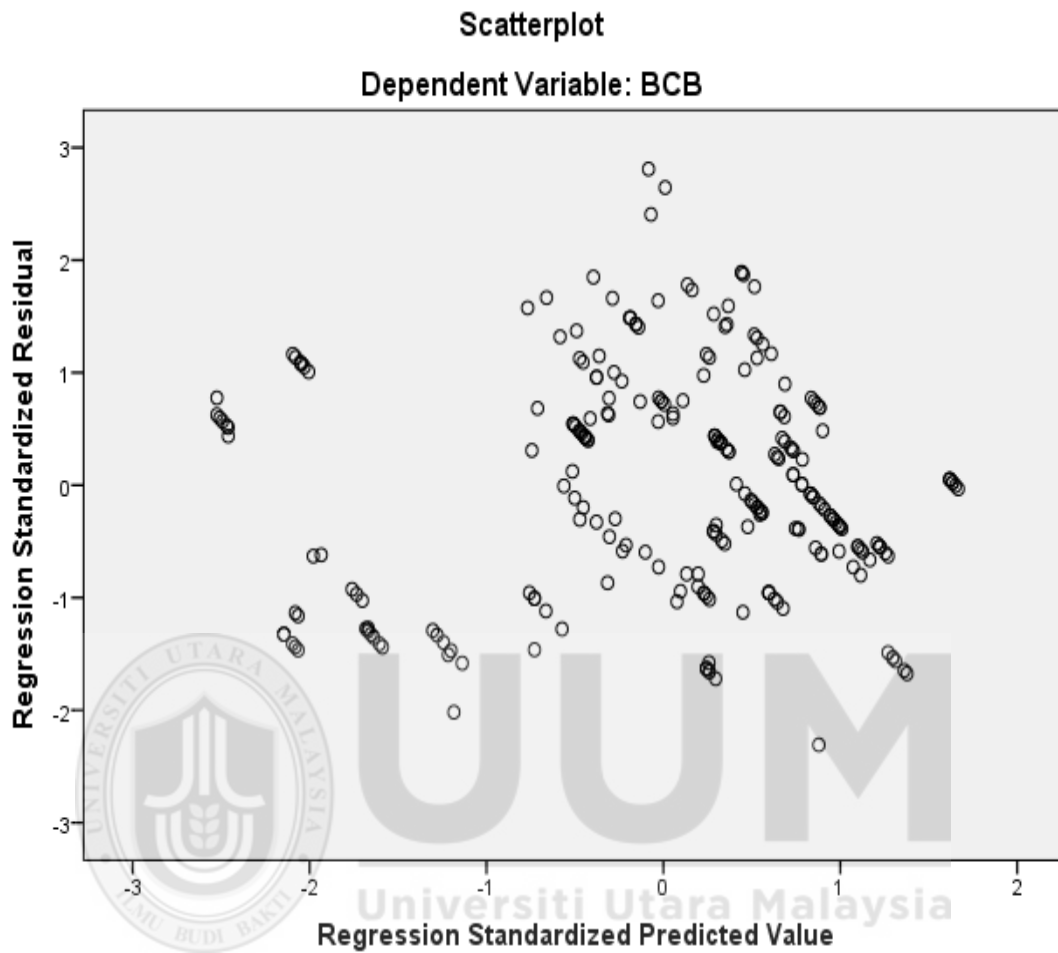
APPENDIX B



Normal P-P Plot of Regression Standardized Residual

Dependent Variable: BCB





APPENDIX C

Correlations

		TSF	TSL	BR	BT	BC	BF
TSF	Pearson Correlation	1	.660**	.701**	.466**	-.343**	.578**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	254	254	254	254	254	254
TSL	Pearson Correlation	.660**	1	.563**	.562**	-.475**	.476**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	254	254	254	254	254	254
BR	Pearson Correlation	.701**	.563**	1	.479**	-.364**	.532**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	254	254	254	254	254	254
BT	Pearson Correlation	.466**	.562**	.479**	1	-.616**	.326**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	254	254	254	254	254	254
BC	Pearson Correlation	-.343**	-.475**	-.364**	-.616**	1	-.152*
	Sig. (2-tailed)	.000	.000	.000	.000		.015
	N	254	254	254	254	254	254
BF	Pearson Correlation	.578**	.476**	.532**	.326**	-.152*	1
	Sig. (2-tailed)	.000	.000	.000	.000	.015	
	N	254	254	254	254	254	254

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

APPENDIX D

