



Exploring the Impact of Internal Branding on Employee Brand Citizenship Behavior*

Lawi Adamu¹, Noor Hasmini Abd Ghani², Maria Abdul Rahman³ and Abdullahi Bappah Musah⁴

¹ School of Business Management, Tattari Ali Polytechnic Bauchi, Nigeria, E-mail: lawiadamu1727@yahoo.com

² School of Business Management, Universiti Utara Malaysia, Sintok, Malaysia, E-mail: basmini@uum.edu.my

³ School of Business Management, Universiti Utara Malaysia, Sintok, Malaysia, E-mail: maria@uum.edu.my

⁴ Zenith Bnk PLC Nigeria, E-mail: Abdullahi.musah@zenithbank.com

Abstract: The purpose of this study is to explore the relationship among internal branding practices and employee BCB. A self-administered questionnaire was used in obtaining data from employees of Nigeria telecommunication industry. The hypotheses in the study were simultaneously tested on a sample of 254 employees out of 377 distributed, giving the response rate of 68%. SmartPls was used to assess the relationship between the variables under investigation. The findings in the study revealed positive significant relationship between brand training and employee BCB. On the other hand insignificant relationship was found between brand communication and employee BCB. Management implications and direction for future study were provided.

Keywords: Internal Branding, Brand Citizenship Behavior, Brand Training, Brand Communication

I. INTRODUCTION

Based on a well-established importance of employee brand citizenship behavior (BCB), internal brand building has been considered as the main priority among service brands. As a result of the problem of lack of consumer brand loyalty, organizations are focusing on internal branding which emphasizes the strategic role of employees in achieving brand differentiation and lasting competitive advantage [1]. [2] argued that the perception of consumers toward service brands rely mainly on the behaviors of their employees particularly during service encounter. Therefore, the success of service brand depends largely on their employee's behavior and attitude. Hence, the task of getting employees to exhibit brand citizenship has been argued to be a challenge for service brands in many industries. Despite the importance of employee BCB there are few studies conducted [3; 4 2; 5], on how such behavior can be encourage

among employees. Therefore, the question on how to motivate employee to exhibit BCB is still unanswered.

Employee BCB is viewed as non-prescribed behavior that is not recognized by the formal reward system which employees voluntarily engage in to achieve brand goals [6]. It is considered to be superior in achieving brand differentiation and employees that engage in BCB may not do anything that may tarnish the image of the brand; as such reduce variability of service delivery and deliver the promise made to customers in consistent manner [3], [7]. In particular [3] argued that BCB has impact on customer brand relationship as employees that engage in such behavior are ready and willing to help customers. Review of literatures has shown that the main focus of internal branding is to foster employees brand consistent behavior with the brand value [5]. It is therefore proposed here that employee BCB can emerged as a consequence of internal brand building. However, there is still lack of studies that link internal branding with employee BCB, therefore need further exploration. The few studies conducted have focus on variables such as brand leadership, brand commitment, brand identification, brand reward [8], [2], [3], [7]. There remains unclear understanding on how practices such as brand communication and brand training could enhance employee BCB. Hence, the key objective of this study is to fill in the gap in literature.

Our study limits itself to the employees of telecommunication in Nigeria. The sector has been considered to be the best platform to test the model in this study. This is because the sector is faced with high competition and therefore requires organization to encourage BCB among employees to achieve competitive advantage. Furthermore, the Nigerian telecommunication sector has been considered to be among the sector where the consumers complain about the brand behavior of their employees. Evidence from the industry has shown that four critical factors affect the delivery of brand promise in consistent manner to customers. Factors such as unstable power supply, insecurity, equipment failure and employee related problem (attitude and behavior) are considered to affect brand performance in the industry (Globacomm, 2016). In particular, unstable power supply constitute about 45.4%, insecurity 32%, equipment failure 12% and lastly employee related problem constitute about 10.6%. Moreover, [9] argued that employee brand behavior particularly among contact staff has been a major challenge in the telecommunication industry in Nigeria, as it has a great impact on employee's satisfaction. In particular, [10] in their study revealed that 70% of the customers expressed their dissatisfaction with the behaviors of employees of telecommunication companies, particularly on the way their complaints are handled by the employees. Therefore, we examine the relationship between internal branding and employee BCB of Nigerian telecommunication, by concentrating on brand communication and brand training as specific practices through which employee BCB may be encourage.

The rest of the study is structured as follows. First we discussed the theoretical background and hypotheses development. Secondly, methodology of the study was discussed. Finally, the analyses, discussion, limitations and conclusions are presented.

(A) Literature review and theoretical background

Social exchange theory [11] has been argued by researchers to be the most influential theory in explaining the relationship between employees and the organization [12]; [5]. Therefore, the theory was used by researchers to explain why employees engage in extra role behavior. The theory emphasizes the importance of relationship between employees and organization on the overall success of the organizations, as it has

great impact on employee's attitude and behaviors [13]. [14] asserted that high-quality social exchange may exist between employees and organization when employees have high mutual trust, loyalty and commitment with the organization. Specifically, the central issue in the social exchange theory is the unspecified obligation which result in reciprocal exchange between the individual and organization [15]. Hence, it is expected that when organization does something in favor to employees, they will pay back with something in favor.

Internal branding is viewed as the process of promoting the brand to employees, providing them with brand knowledge and skills needed in order to enhance their brand consistent behavior [8] [16]. Therefore, during the process individual employee needs are satisfied through exchange relationships, which serve as a motivation to engage in extra role behavior (BCB).

Brand Communication and Employee Brand Citizenship behavior

Brand communication has been argued to be an important internal branding practices that affect the brand-consistent behavior of employees [3]. As such organizations are focusing on their employees to feed them with information about the brand just as they inform their customers, so as to deliver brand promise in consistent manner [17]. [18] in their research have opined that providing employees with brand knowledge through internal communication enhanced their loyalty, satisfaction, and commitment, therefore affecting their attitudes and behaviors. Hence, providing employees with brand information has been argued to shapes employee's attitude and behavior as it gives the employee more clear understanding of the brand values their roles and responsibilities as brand representatives [19]. Moreover, in line with social exchange theory [11] it is assumed that employees that perceived that the organization has provided them with brand information such will motivate them to reciprocate by exhibit BCB to achieve brand goals. Therefore, based on these arguments the present study argued that brand communication have great impact on employee BCB. Hence, the following hypothesis is formulated

H1: brand communication has significant influence on employee BCB

Brand Training and Employee Brand Citizenship Behavior

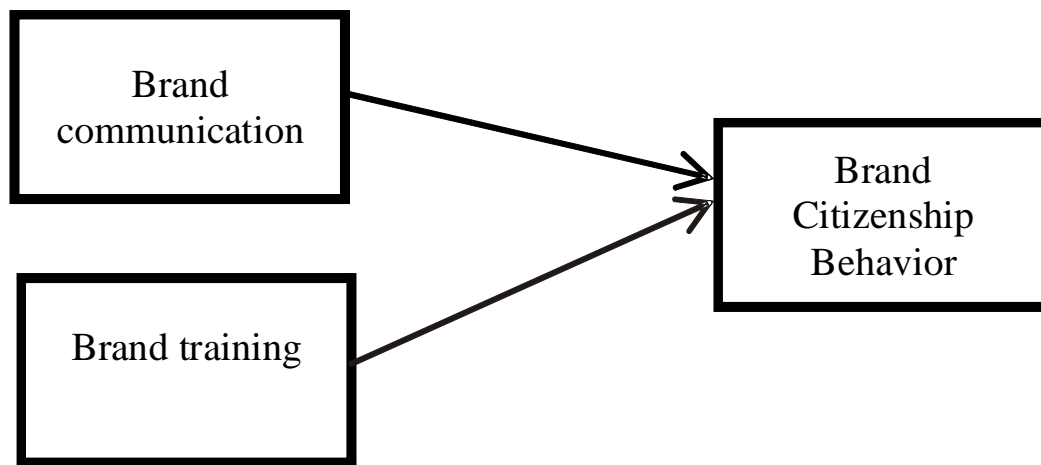
As argued by researchers [6], [8] providing employees with quality service are important as it has great impact on their attitude and behavior. Quality service is provided by organization through internal branding building. Previous studies have established that brand training help to induce employee brand identification, loyalty, and brand commitment, therefore enhance employee brand consistent behavior [8], [20]. In particular, [21] argued that organizations through such practice as training develop more qualified and competent employee that exhibit consistent behavior in every service organization. In the same vein, [22] opine that internal brand oriented practices such as brand training have great impact on employee brand understanding which may lead to exhibition of pro-brand behavior. Brand training is also argued to be an important practice that enhance employees brand commitment which affect their willingness to exhibit brand citizenship behavior [23]. Consequently, employees require brand training to be able to understand brand value and to translate such in their brand behavior [22]. It is therefore argued in this study that through brand training employees are provided with brand knowledge and skills needed to effectively deliver brand promise made to customers in consistent manner. Hence, brand training is considered to be an effective means to develop employees to live the brand [24]. Furthermore, in line with social exchange theory [11] employees that are

provided with required brand training serve as a motivation to reciprocate by exhibiting brand citizenship behavior. As such based on these arguments this study argued that brand training have a great impact on employee BCB. Therefore, the following hypothesis is formulated.

H2: brand training has significant influence on employee BCB

Hypothesized Model

Based on the arguments in our study and the two formulated hypotheses the following hypothesized model was developed. The model shows the relationship between internal branding practices (brand communication and brand training) and employee's BCB as shown in figure 1. Specifically, the model has shown that internal branding influence the employee BCB. Organizations that focus on internal brand building are more likely to incline to enhance their employee BCB.



Conceptual framework

II. METHODOLOGY

Sample and Procedure

Data in this study were collected using survey research. Questionnaires used in this study were delivered to employees (respondents) using hand delivery. Specifically, the employees were asked to rate the extent to which their organizations provide required brand training and communication and to what extent they exhibit brand citizenship in order to achieve brand goals. The data collected have under gone initial cleaning using SPSS version 18, before it was exported to PLS for path for analysis. In particular, 377 questionnaires were randomly distributed to both frontline and back stage employees of Nigeria telecommunication. A total of 282 questionnaires were returned and 254 were found useful in this study while the remaining were rejected due to either incomplete or several missing data or as a result of outliers In line with [25] a sample between 30 to 500 is considered appropriate and adequate for most research, hence the sample is this study is adequate enough. Majority of the respondents were customer contact staff (62%) and about 50% were contract staff. Similarly, the data revealed that majority of the sample have had quite long working experience. In addition, the result indicate that majority (32%) of the respondents have had their first degree or equivalent.

And finally, the data shows that majority of the respondent 27% are from customer relations department or unit.

Measures

In this study, a questionnaire was developed in line with extant literature in the area. The questionnaire was reviewed by academic colleagues who have undergone similar survey development and process. This was done to ensure clarity and relevant questions were included in the research survey. Therefore, following [6] employee BCB was measured as a multidimensional construct consisting of 4 dimensions. The BCB construct was measured using 18 items adapted from [6]. In particular, brand helping behavior was measured using 8 items, sportsmanship 2 items, brand endorsement 3 items and self-development was measured using 5 items.

With respect to brand communication, the construct was considered as a one-dimensional construct. Following [26] the construct was measured using 5 items. Moreover, brand training was treated as a one-dimensional construct and 4 items were adapted from [5] and [8]. All the measurements representing three constructs in the present study were joined into one single instrument and employees were asked to rate their responses on 7-point Likert scale ranging from strongly disagree to strongly agree.

Data Analysis Technique

In this study, we analyzed our data by using partial least square (PLS) analytical approach. The study employ this approach as it does not require data obtained to have multivariate normal distribution [27]. Similarly, technique was used as it was argued to be more appropriate for real world application and more appropriate when dealing with complex model.

Common Method Bias

In line with [28], this study adopts procedural and statistical remedies in order to address the issue of common method variance (CMV). With respect to procedural remedies, the study have taken measures such as elimination of item ambiguity and allowing respondents anonymous and assured them they could answer question as honest as possible. On the other hand, statistical remedy, the study employed Harman's single factor test which is considered as the most widely used method to overcome the problem of CMV. Therefore, in the study the un-rotated factor analysis of all the latent variables shows that no single factor account for more than 50% of the variance. Hence, CMV is not a problem in this study.

ANALYSES AND RESULTS

Measurement Model

In this study in order to refine and fit data for further analysis, PLS principal component analysis was used. After confirmatory factor analysis (CFA), all the four dimensions of BCB were retained. Although some items with low loadings were deleted or in order to increase the average variance extracted (AVE) or composite reliability (CR) as suggested by [27]. It was argued that items with loading of 0.4 to 0.7 should be deleted only if their deletion will increase AVE or CR. Therefore, all items loaded significantly on their

respective constructs, hence showing items reliability. Similarly, CR of all the variables is above the minimum threshold of 0.70, hence indicating reliability of all scales used in this study [29]. In the same vein, the results indicated that the AVE of all the variables in this study has exceeded the threshold value of 0.50. Thus, indicating convergent validity of all scales used in the study as contain in Table 1.

Table 1
Convergent Validity

<i>Variables</i>	<i>Items</i>	<i>Loading</i>	<i>AVE</i>	<i>CR</i>
BHB	BCB2	0.725	0.641	0.877
	BCB6	0.845		
	BCB7	0.774		
	BCB8	0.852		
S-P	BCB9	0.793	0.677	0.807
	BCB10	0.851		
	BCB11	0.9		
B-E	BCB13	0.91	0.819	0.901
	BCB14A	0.838		
S-D	BCB14B	0.731	0.524	0.814
	BCB14D	0.655		
	BCB14E	0.658		
BC	BC1	0.872	0.675	0.912
	BC2	0.781		
	BC3	0.816		
	BC4	0.799		
	BC5	0.838		
	BT1	0.822		
BT	BT2	0.883	0.716	0.91
	BT3	0.825		
	BT4	0.853		

Note: BHB= Brand Helping Behavior; B-E= Brand Endorsement; S-P= Sportsmanship; S-D= Self-brand Development; BT= Brand Training; BC=Brand Communication.

To establish discriminant validity, this study employed PLS bootstrapping re-sampling with an iteration of 5000 sub-samples out of our sample (254 employees). Therefore, in order to ascertain the discriminant validity in this study, [30] criterion was used. As contain in Table 2, the square roots of the AVE of all the constructs are higher than the factor correlation, therefore indicating evidence of discriminant validity among the variables in the study.

Structural Model

Following the criteria suggested by [27], this study assesses the inner model. We first determine the path coefficient as shown in table 2 indicated a supports for hypothesis 2 while hypothesis 1 was not empirically

Table 2
Discriminant Validity

<i>Constructs</i>	<i>B-E</i>	<i>BC</i>	<i>BHB</i>	<i>BT</i>	<i>S-D</i>	<i>S-P</i>
B-E	0.905					
BC	-0.241	0.822				
BHB	0.466	-0.439	0.801			
BT	0.274	-0.589	0.6	0.846		
S-D	0.503	-0.456	0.689	0.486	0.724	
S-P	0.61	-0.153	0.595	0.298	0.425	0.823

Note: The bold values are the square root of AVE

supported. In particular, the results revealed that brand training strongly influence employee BCB in organization ($\beta = 0.496$, $t = 6.793$). In other words, this has shown that as the organizations provide required training to employees, the employees reciprocate strongly by exhibiting BCB in order to achieve brand goal. Furthermore, the results indicated insignificant relationship between brand communication and employee BCB ($\beta = -0.083$, $t = 1.292$). This indicated that the respondents from the sampled organizations view the brand communication as not adequate, hence affecting their ability to exhibit BCB.

Table 3
Results for Internal Branding and Employee BCB

<i>Paths coefficient</i>	<i>Beta</i>	<i>Standard Error</i>	<i>T Statistics</i>	<i>Decision</i>
BC \rightarrow BCB	-0.083	0.0643	1.292	Not supported
BT \rightarrow BCB	0.496	0.0730	6.793	Supported

Furthermore, our study determines the R-square which predict the accuracy of a model [27]. In particular, the result revealed R^2 value of the dependent variable, employee BCB is 0.53, denoting that the structural model accounts for about 53% of the variance in employee BCB, thus is considered as moderate in line with [31]. In addition, our study employ stone-Gesser criterion to assess the predictive relevance (Q^2) of the endogenous variables indicators [32]. To determine the Q^2 of the model, we used PLS-SEM blindfolding procedures in order to obtain the cross-validated redundancy measure for endogenous variable [27]. Following the suggestion of [33], the inner model of this study is assumed to have predictive relevance as contain in Table 3.

Table 4
Predictive Relevance (Q^2)

<i>Construct</i>	R^2	<i>SSO</i>	<i>SSE</i>	Q^2
BCB	0.53	3,048.00	2,363.14	0.225

DISCUSSIONS

The purpose of this study was to explore the relationship between internal branding and employee BCB of employee from telecommunication Nigeria. The internal branding literatures has established the importance

of internal branding as a key processes through which positive employee brand behavior can be encourage. This study has provided the empirical evidence supporting the influence of such practice as brand training on employee BCB. The results of this study shown that brand training have significant influence on employee BCB. Our finding is in line with past studies [16], [34], [35] that brand training is an important internal branding practice that exerts great impact on employee brand attitude and behavior. However, the finding in this study has contradicted the empirical finding of [22] in which insignificant relationship was found between brand training and employee brand building behavior. Moreover, the finding have also provided further support to the assumption of social exchange theory [11].

In addition, contrary to our expectation brand communication was found not to have significant impact on employee BCB. Our finding has contradicted the findings and arguments of past studies [3], [26]. One plausible explanation for the present finding may be that the employees are not provided with enough brand knowledge as required to shape their brand attitude and behavior. This argument is further supported by the argument put forward by [36]. They argued that for employees to behave in desired way, brand information must be made enough to them. Another possible explanation to this finding is there may be a gap between the information send to customers and the information employees receive through internal communication. This argument finds support to the argument of Henkel et al., (2007). The researchers argued that in order to encourage employee brand consistent behavior, the brand promised communicated to customers must be made available to employees. In addition, considering the employment nature of the respondents in the study, as more than 50% are either contract or temporary staff, therefore they are provided with little knowledge about the brand.

In general, our study has extended the boundaries of knowledge by providing further empirical support to the impact of internal branding practices such as brand communication and training on employee BCB. Moreover, the study has uncover the need to implement internal branding to both frontline and back stage employees in order to encourage them to exhibit BCB. In particular, the study is in line with the underlying assumption of theory in which employees are expected to reciprocate with positive/negative for exchange for providing required brand communication and training. Hence, our study has theoretically revealed the relationship between internal branding practices and employee BCB.

The implication of this study to management practice is that it has reveal the importance of internal branding as a process through which employee BCB can be encourage. As such, management should attempt to use internal branding practice such as brand training to enhance their employee's brand citizenship behavior. In particular, management should use internal branding as a mechanism to enhance employee's ability to deliver brand promise made to customers in consistent manner so as to meet customer's expectations.

Limitation and Future Research Direction

Despite the revealed findings in this study, there are some limitations which may affect its empirical findings. Moreover, some of the limitations serve as a direction for future study. One of the limitations of this study is the cross-sectional nature in which the data in the study were obtained. As such, future research can address this by conducting longitudinal study so as to collect data over two or more times. In addition, the study adopted quantitative method and rely on one single instrument to collect data from respondents.

Hence, there is possibility that the respondents may not be willing to answer the questions correctly. Therefore, future research can combine both qualitative and quantitative methods in order to carry out in-depth investigation on the effect of internal branding on employee BCB. Similarly, the study was conducted on employees from telecommunication industry which is one out of many industries in the service sector. As such, this may limit the generalization of the findings in the study as other industries may have specific nature not shared by others. Thus, future research should consider other industry within the service sector. Furthermore, the study focused on two internal branding practices, therefore future study is suggested to include other determinant of BCB such as brand leadership, recruitment, and reward in their model. Similarly, further research is also suggested in another context so as to further validate the concept of employee BCB.

CONCLUSION

The main objective of this study is to investigate the relationship between internal branding and employee BCB. In particular, the study is aimed at examining the impact of such practices as brand communication and brand training on employee BCB. Therefore, two hypotheses were formulated and empirically tested. The empirical results have provided support to the impact of brand training on employee BCB and insignificant was found between brand communication and employee BCB. Hence, the study has contributed to the body of knowledge by further providing validating empirical evidence about the relationship between internal branding and employee BCB.

REFERENCE

- H. Shaari, S. M. Salleh, and Z. Hussin (2015). "Employees brand citizenship behavior: Front=liner versus backstage employees' perspective," *IJMS*, vol. 22, no. 1, pp. 23–32.
- F. M. Morhart, W. Herzog, and T. Tomczak (2009). "Brand-Specific Leadership: Turning Employees into Brand Champions," *J. Mark.*, vol. 73, no. 5, pp. 122–142.
- C. Burmann, S. Zeplin, and N. Riley (2009). "Key determinants of internal brand management success: An exploratory empirical analysis," *J. Brand Manag.*, vol. 16, no. 4, pp. 264–284.
- C. Burmann and S. Zeplin (2005). "Building brand commitment: A behavioural approach to internal brand management," *J. Brand Manag.*, vol. 12, no. 4, pp. 279–300.
- A. Chang, H.-H. Chiang, and T.-S. Han (2012). "A multilevel investigation of relationship among brand-centered HRM, and brand citizenship behaviors, and customer satisfaction," *Eur. J. Mark.*, vol. 46, no. 5, pp. 626–662.
- H. Shaari, S. Salleh, and Z. Hussin (2012). "Relationship between brand knowledge and brand rewards, and employees' brand citizenship behavior: the Mediating roles of brand commitment," *Int. J. Bus. Soc.*, vol. 13, no. 3, pp. 335–354.
- S. Hasnizam, S. M. Salleh, and Z. Hussin (2012). "Relationship Between Internal Branding Practices, Brand Commitment and Employees' Brand Citizenship Behavior," *Int. J. Bus. Soc.*, vol. 13, no. 3, pp. 335–354.
- K. Punjaisri, H. Evanschitzky, and A. Wilson (2009). "Internal branding: an enabler of employees' brand-supporting behaviors," *J. Serv. Manag.*, vol. 20, no. 2, pp. 209–226.
- O. Egene (2013). "The Impact of Service Quality on Customer Loyalty in the Nigerian Mobile Telecommunication Industry," *Niger. J. Mnagement Sci.*, vol. 3, no. 1, pp. 81–90.
- A. S. Adeleke, and Aminu (2012). "The Determinants of Customer Loyalty in Nigeria 's GSM Market," *Int. J. Bus. Soc. Sci.*, vol. 3, no. 14, pp. 209–222.
- M. P. Blau (1964). *Exchange & power in social life*, 13th ed. New Burunsic wick, New Jersey: Transaction Publishers.

- R. P. Settoon, N. Bennett, and R. C. Liden (1996). "Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity," *J. Appl. Psychol.*, vol. 81, no. 3, pp. 219–227.
- R. Eisenberger, R. and Huntington (1986). "Perceived Organizational Support," *J. Appl. Psychol.*, vol. 71, no. 3, pp. 500–507.
- G. Chen and R. J. Klimosk (2003). "The impact of expectations on newcomer performance in teams as mediated by work characteristics, social exchanges, and empowerment," *Acad. Manag. J.*, vol. 46, no. 5, pp. 591–607.
- L. M. Shore and K. Barksdale (1998). "Examining degree of balance and level of obligation in the employment relationship: a social exchange approach," *J. Organ. Behav.*, vol. 19, no. S1, pp. 731–744.
- T. W. Aurand, L. Gorchels, and T. R. Bishop (2005). "Human resource management's role in internal branding: an opportunity for cross-functional brand message synergy," *J. Prod. Brand Manag.*, vol. 14, no. 3, pp. 163–169.
- H. Shaari, S. Salleh, and Z. Hussin (2013). "Employees' Brand Knowledge/ : Evidence from Malaysia," in *International conference on social science*, 2013, vol. 2013, no. June, pp. 1380–1385.
- K. Thomson, L. de Chernatony, L. Arganbright, and S. Khan (1999). "The Buy-in Benchmark: How Staff Understanding and Commitment Impact Brand and Business Performance," *J. Mark. Manag.*, vol. 15, no. 8, pp. 819–835.
- Y.-K. Lee, S. Kim, and S. Y. Kim, "The Impact of Internal Branding on Employee Engagement and Outcome Variables in the Hotel Industry," *Asia Pacific J. Tour. Res.*, vol. 19, no. 12, pp. 1359–1380, 2013.
- K. Punjaisri, A. Wilson, and H. Evanschitzky (2008). "Exploring the Influences of Internal Branding on Employees' Brand Promise Delivery: Implications for Strengthening Customer-Brand Relationships," *J. Relatsh. Mark.*, vol. 7, no. 4, pp. 407–424.
- I. Papasolomou and D. Vrontis (2006). "Building corporate branding through internal marketing: the case of the UK retail bank industry," *J. Prod. Brand Manag.*, vol. 15, no. 1, pp. 37–47.
- C. King and K. K. F. So (2013). "Enhancing Hotel Employees' Brand Understanding and Brand-Building Behavior in China," *J. Hosp. Tour. Res.*, vol. XX, no. X, pp. 1–25.
- C. King and D. Grace (2012). "Examining the antecedents of positive employee brand-related attitudes and behaviours," *Eur. J. Mark.*, vol. 46, no. 3/4, pp. 469–488.
- C. Vallaster and L. de Chernatony (2005). "Internationalisation of Services Brands: The Role of Leadership During the Internal Brand Building Process," *J. Mark. Manag.*, vol. 21, no. 1–2, pp. 181–203.
- U. Sekaran and R. Bougie (2013). *Research methods for business: a skill-building approach*, 6th ed. West Sussex: John Wiley & Sons Limited.
- H.-H. Chiang, A. Chang, T.-S. Han, and D. McConville (2013). "Corporate branding, brand psychological ownership and brand citizenship behaviour: Multilevel analysis and managerial implications," *J. Gen. Manag.*, vol. 39, no. 1, pp. 55–80.
- F. J. Hair Jr, M. Sarstedt, L. Hopkins, and G. V. Kuppelwieser (2014). "Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research," *Eur. Bus. Rev.*, vol. 26, no. 2, pp. 106–121.
- P. M. Podsakoff, S. B. MacKenzie, J. Y. Lee, and N. P. Podsakoff (2003). "Common method biases in behavioral research: a critical review of the literature and recommended remedies," *J. Appl. Psychol.*, vol. 88, no. 5, pp. 879–903.
- J. F. Hair, M. Sarstedt, C. M. Ringle, and J. A. Mena (2012). "An assessment of the use of partial least squares structural equation modeling in marketing research," *J. Acad. Mark. Sci.*, vol. 40, no. 3, pp. 414–433.
- C. Fornell and D. F. Larcker (1981). "Evaluating Structural Equation Models with Unobservable Variables and Measurement Error," *J. Mark. Res.*, vol. 18, no. 1, p. 39.
- W. W. Chin (1988). "The Partial Least Squares Approach to Structural Equation Modeling," in *Modern Methods for Business Research*, New Jersey: Lawrence Erlbaum Associates, Publishers, pp. 295–336.
- J. Henseler, C. M. Ringle, and R. R. Sinkovics (2009). "The use of partial least squares path modeling in international marketing," *New challenges to Int. Mark. Adv. Int. Mark.*, vol. 20, pp. 277–319.

- W. Reinartz, M. Haenlein, and J. Henseler (2009). "An empirical comparison of the efficacy of covariance-based and variance-based SEM," *Int. J. Res. Mark.*, vol. 26, no. 4, pp. 332–344.
- W. G. Mangold and S. J. Miles (2007). "The employee brand: Is yours an all-star?," *Bus. Horiz.*, vol. 50, no. 5, pp. 423–433.
- K. Punjaisri and a. M. Wilson (2011). "Internal branding process / : Key mechanisms, outcomes and moderating factors," vol. 45, no. 9, pp. 1521–1537.
- C. K. and D. Grace (2010). "Building and measuring employee-based brand equity," *Eur. J. Mark.*, vol. Vol. 44, no. 7, pp. 938–971
- C. King and D. Grace, Building and measuring employee-based brand equity, vol. 44, no. 7/8. 2010.
- S. Henkel, T. Tomczak, M. Heitmann, A. Herrmann, S. Henkel, T. Tomczak, M. Heitmann, and A. Herrmann (2007). "Managing brand consistent employee behaviour: relevance and managerial control of behavioural branding," *J. Prod. Brand Manag.*, vol. 16, no. 5, pp. 310–320.