

What Does Variable Matter for Employee Brand Consistent Behavior as Imply of Employee Branding Outcomes: A Literatur Review

Ananda Fortunisa^{1,*}, Ernie Tisnawati Sule², Mery Citra Sondari³, Imas Soemaryani⁴

¹ Universitas Padjadjaran; Universitas Bakrie, Indonesia ^{2,3,4}

Universitas Padjadjaran, Indonesia

*Corresponding author. Email: afortunisa@gmail.com

ABSTRACT

Employee brand consistent behavior (EBCB) as the outcome of employee branding (EB) is a determining factor in the projection of employee attitudes towards consumers in the service industry. This study aims to map all previous research results related to employee brand consistent behavior. The method used in this research is literature review. Based on the results of the literature review found, there are 120 literature discussing EB. From these literatures, the most frequently discussed variables as determinants of EBCB are corporate communication (CC), internal marketing (IM) and brand management (BM). Some of them were found to study it from the human resource management (HRM) variable, and rarely studied it from the leadership and personal values (PV) variables. This research shows that the leadership variables and PV are variables that also play a role in the success of EB apart from CC, IM, and BM. Suggestions for further researchers, to conduct in-depth analysis through qualitative methods in order to find the factors that can influence it directly or indirectly. The originality of this research is the map of EBCB as the outcome of EB through CC, IM, BM, HRM, leadership, and PV.

Keywords: *employee branding, employee brand consistent behavior, corporate communication, brand management, internal marketing, HRM, leadership, personal values.*

1. INTRODUCTION

The service provider company. employees have a very important role for the company's financial growth because the selling value of service companies is determined by the quality of employee work. In addition, as a company that provides services or services as the main product, it is necessary to pay attention to the intensity level of provider contacts, namely company employees with customers. This is because consumers see service companies based on how the services are provided. Whether the service is good, in accordance with procedures, runs in an orderly manner, etc. is a measure of the success of the company in providing its services. For this reason, it is important for companies to pay attention to the intensity level of employee interactions with consumers. [1].

The intensity of employee interactions with consumers in the service industry must be considered, especially for front office employees. Employees who are able to understand and work in accordance with the brand the company wants will be a competitive advantage for the company in attracting consumer interest in the brand. To achieve this, employee brand consistent behavior (EBCB) activities are an important goal for companies to be able to make company employees understand the brand. companies well as a form of liaison in providing the company brand to consumers. Consistency of employee behavior towards brands is the result of precise and directed communication which aims to support the company's success through employee behavior and attitudes [2], [3].

Previous research, it is known that employee branding (EB) can produce employee brand consistent behavior. Variables that can influence include marketing management (MM) program, brand management (BM), corporate communication (CC), human resource management practices (HRM), leadership style (L) and personal values (PV). How each of these variables influences the effectiveness of EB is the aim of this study. This research was conducted by literature review which will be presented descriptively.

2. METHOD

This study uses a literature review method collected from articles in Scopus indexed journals Q1, Q2 and from text books. The literature search was started with the keyword employee branding, then we got around 112 literature that explained the relationship between variables and employee branding and how this resulted in the outcome, namely employee brand consistent behavior.

The 112 literatures founded, then they are narrowed down again so that the literature becomes sharper and becomes approximately 54 literatures. This literature review emphasizes the variables that have an impact on the EBCB. The literature that is found reveals many other variables, but the ones that are most often found that have an influence on the success of EB are MM, CC, BM, HRM, L, and PV.

3. EMPLOYEE BRANDING

Employee Branding is a brand image that is presented to customers and other organizational stakeholders by employees [4]. Employees who are responsible for carrying out brand promises have an obligation to provide consistent service to achieve and maintain the identity, desired image and reputation of the organization. Failure to provide the service promised to customers by employees will result in negative customer perceptions of the quality of the service brand. In order to avoid negative consequences and to gain a competitive advantage, the desired brand image and associated brand promises must be spelled out to employees.

Other research reveals that EB is about how to create personalities, images in the minds of employees, so that they feel empowered and deliver results according to the brand promise to delight customers.

[5]. Internalization of the desired brand image is very important for employees before projecting it to customers (Joseph, 1996, Reardon and Enis, 1990). When employees internalize the desired brand image, they are motivated to reflect it. [6].

In line with what was conveyed by Harquail; 2007 [7] which revealed that the EB process will shape employee work behavior so that they can project the company's brand identity on their daily work activities. Another study [8] explained that with employee work behavior in accordance with the company's brand identity, it can increase brand awareness and customer satisfaction. From the description above, it can be seen clearly that EB has a very important role in improving the company's reputation, especially for the service industry, where employees often interact directly with their customers.

4. EMPLOYEE BRAND CONSISTENT BEHAVIOR

EBCB is one of the outcomes of the EB process. Several previous researchers have given EBCB meaning that employees are required to behave and have work attitudes in accordance with the company's brand identity. As stated by Yan et al; 2015 [9] Internal branding and employee commitment and brand behavior differ significantly according to personal variables such as age and work experience and by various categories. Buil et al; 2016 [10] commitment building is a central concept in both marketing and brand management because of its significant influence in shaping and changing the perceptions, attitudes, and behavior of employees in favor of corporate branding.

Consistency of employee behavior towards brands is employee behavior in presenting brand promises in the form of verbal and non-verbal communication [11]. Consistency of employee behavior towards brands is an effort to check employee behavior (behavioral branding) which focuses on conveying brand values and making employees behave as the face of the company's brand (brand ambassador) [12].

EBCB can reach its optimal point if employees have a good understanding of the company's branding. [13]. Based on the description above, it can be concluded that EBCB is the behavior, attitudes and morale of employees in accordance with the company's brand identity resulting from the EB program and will have an impact on consumer satisfaction and the attachment of brand identity in the minds of consumers.

5. INTERNAL MARKETING

At the time the EB process was carried out, a lot of literature revealed that this process was played by the marketing department. Marketing that specifically handles this program is known as internal marketing (IM). Internal and external marketing are two things that are carried out integrally by companies to increase customer satisfaction [14]. IM, especially in the service industry, will have a very significant impact. Furthermore, [15] conducted in-depth research and revealed that in service marketing, employees are key players in attracting, building and maintaining relationships with consumers. For that we need a service that really reflects the company's brand. IM has activities starting from the employee recruitment process, motivation training, communication to employee retention.

Further stated by Sahibzada et al; 2020 [16] internal marketing process has a significant relationship with knowledge management systems. IM will not be successful and will not produce EBCB if it is not catalyzed through a good knowledge management system. In addition, [17] stated that the internal marketing mix can improve service quality and customer experience which is quite positive. Another study, [18], revealed that IM, besides being able to increase customer satisfaction, was also able to increase employee job satisfaction, because with the integration of this IM program, employees became easier to understand the demands of their role for company performance, so that they would be more easy to adapt his behavior to his work activities.

Although the term IM uses the word "marketing", the meaning of IM is actually played by the HRM department, not by the marketing work unit. IM practices are similar to those of the HRM work unit. IM demands that companies must be able to map employee candidates during the recruitment process, provide brand motivation training, build communication styles, and provide job satisfaction to employees. These practices are similar to those played by the HRM department. Furthermore, this integrated practice at IM will have an impact on the optimization of the EBCB. [19], [20], [21].

6. CORPORATE COMMUNICATION

Communication is a tool used to transform all activities through the media carried out by 2 or more parties, one of which will act as a communicator and the rest as a communicator. Communication within the company plays an important role in the knowledge transformation process. CC will accelerate the transformation process, because it is the center for the spread of the company's core values. CC is also able to influence employee engagement and build corporate culture. [22]. CC will also form employee communication identities to consumers as a competitive advantage for the company. [23].

The corporate communication process is divided into 2 levels, namely the internal and external levels of communication. Internal corporate communication (ICC) refers to how the communication flow is carried out in the company's internal business system. ICC has a significant effect on internal branding. ICC practices and brand training have a positive influence on communication satisfaction which in turn will increase employee job satisfaction, employee loyalty and also employee commitment to the company brand [24], [25].

Furthermore, [26] explained that ICC can change its terminology to internal corporate branding (ICB). ICB has a significant influence on the employee brand supporting behavior (EBSB). In this study, it is explained that to obtain EBSB, ICC must be mediated by clarity of employee work roles, affective commitment and continuous commitment to winning brands in the market.

7. LEADERSHIP

The leadership style that becomes organizational culture can affect employee commitment to work and loyalty to the company. The leadership style that exists in this organization can be contagious and provide real examples to employees when they have to carry out their work activities. [27].

[28]. This research reveals that the ability of a leader in a company can build an EBCB through the IB process.

In the IB process there is no one best leadership style to do, everything must be adapted to the conditions of the company. However, much of the literature reveals that it is transformational leadership

that most significantly affects the EBCB, although it cannot be denied that transactional leadership can also influence the EBCB. It is depend on company condition. [3] Lee; 2019 [29] also clarified the definition of brand-specific leadership (BCL). He explained that BCL is a leadership style or pattern that matches the character of the company's brand. Such leadership behavior can accelerate the EB process to obtain EBCB.

8. BRAND MANAGEMENT

In brand managerial activities in a company, a brand manager often focuses on increasing consumer loyalty to their brand, but they forget to embed the brand identity in the minds of their employees. Research conducted by Chung & Byrom; 2020 [30] states that brand managers must be able to activate the employee branding process, by designing a sensory brand identity and aligning organizational identity. Brand identity management process can increase employees identification with their organization. The importance of brand identity management to foster employee attitudes and actions that go beyond their job responsibility. [31] Other studies have shown that employee-base brand equity obtained from EB can increase EBCB. [32]. The company's extraordinary agility to be able to adapt to changes in its environment is supported by strong brand management. This brand management system will accelerate the process of brand implantation into the soul of employees, so that employees have high emotional affinity and bonding to them. [33].

9. HUMAN RESOURCE MANAGEMENT

Humanresourcedevelopment managers have the most significant contribution to organizational brands, through increasing brand awareness culture. [34]. HRD has a role starting from the process of recruiting employee candidates, orientation and training, to designing and implementing an employee values proposition package. All HRD activities are carried out based on the characteristics of the company's brand, often known as IM terminology, so that much of the literature defines IM as HRD manager practices. [35]

Another opinion that supports previous research is also presented in [36] which revealed that the talent management process has a very significant impact on the success of brand identity in employees. HRM image is distinct from a more traditional service image and that there is a significant relationship between

favorable customer perceptions of an organization's HRM and customers' willingness to buy and pay a premium for products provided by the retail chain. This finding leads to the conclusion that HRM is not only relevant for employer branding, internal branding and operations management but also plays a significant role in building customer-based brand equity. The results show that further integration of HRM and brand management is needed, both in theory and practice. [37].

10. PERSONAL VALUES

Research produced by Punjaisri and Wilson; 2011 [38] Personal variables such as age, education, and length of service as well as situational factors regarding their work environment are found to have moderating effects on the effectiveness of the internal branding process. Similarly, a study [39] revealed that brand identification partially mediates the link between internal branding and brand citizenship behavior and fully mediates that between internal branding and brand loyalty. Also, the influences of internal branding on brand identification are varied among generational cohorts and employees with different tenure. [40]. Another study revealed that the more similar between personal values and company brand values, the better employees be to demonstrate the brand to customers. [41]. This study also give another terminology for this variabel, namely employee perceived brand value fit.

11. DISCUSSION

Based on literature analysis, it can be conclude that EBCB is one of the outcome of EB. Variables can effect the optimalization of EBCB are consist two aspect: organizational development which is run by L, HRM, and PV. The other aspect is: communication aspect, which is run by IM, CC, and BM. From this study we can found that organizational development aspect can not work seperately without communication aspect. The vital records from this study is IM can be implemented by HRM functioncollaborate with communication corporate such as public relation or marketing management. Top leader in company or event the meiddle management can be role model for employee, and he/she can build atmosphere or climate in work in accordance with the corporate brand. Meanwile, although PV is included in organizational development, this variabel comes from external ompanies that can still be controlled through the

branding program. L or HRM can have an effect on PV. The EBCB and its variable is described on figure 1.

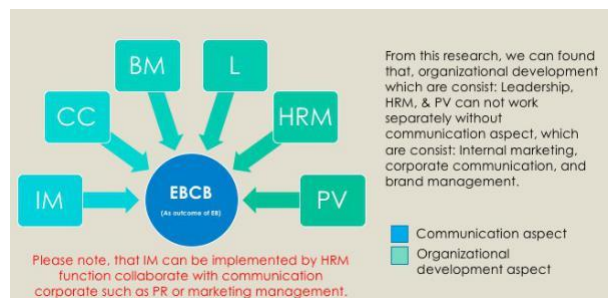


Figure 1. EBCB Model built by this study.

12. CONCLUSION

EBCB is one of the outcomes of EB. Optimization of the EBCB is largely influenced by internal company variables. These variables include how the recruitment process, training procedures and orientation of new employees are run by HRD managers. Many research states that this process is included in IM terminology. However, in practice this is played by the role of HRD management. Another variable that affects the EBCB is the company communication BM which is carried out within the company. All of these practices are influenced by the ability of company leaders to build their organizational systems. Another variable that influences the success of EBCB is from external parties, namely the personal values brought by employees from the time before they are oriented to become permanent employees of the company.

This study suggests that further in-depth research through qualitative methods is carried out in order to find out which variables make the greatest contribution to EBCB. In addition, it is also hoped that in future studies it can be seen how each of these variables can influence EB to increase EBCB.

AUTHORS' CONTRIBUTIONS

The first author has contributed in developing research ideas, writing articles and research correspondence. The second author has contributed in directing research methods and concepts. The third and fourth authors have contributed in directing problem solving with existing gaps.

ACKNOWLEDGMENTS

The author gives acknowledgments to Padjadjaran University and Bakrie University.

REFERENCES

- [1] Lovelock, Christopher H., and Jochen Wirtz. *Services Marketing - People, Technology, Strategy*. Pearson. 2010.
- [2] Punjaisri, Khanyapuss, and Alan Wilson. The Role of Internal Branding in the Delivery of Employee Brand Promise. *Journal of Brand Management* 15 (1): 57–70. <https://doi.org/10.1057/palgrave.bm.2550110>. 2007.
- [3] Kaufmann, Hans Ruediger, Demetris Vrontis, Michael Czinkota, and Alvin Hadiono. Corporate Branding and Transformational Leadership in Turbulent Times. *Journal of Product and Brand Management* 21 (3): 192–204. <https://doi.org/10.1108/10610421211228810>. 2012
- [4] Miles, S.J. and G. Mangold. A conceptualization of the employee branding process. *Journal of Relationship Marketing*, 3(2/3): 65–87. 2011
- [5] Muhammad Awais Memon and Dr Nadir Kolachi. (2012). Towards Employee Branding : A Nexus of HR & Marketing . *Interdisceiplinary Journal Of Contemporary Reseachr Business* , 46-61.
- [6] Parasuraman, A., Zeithaml, V.A., Berry, L.L. Service Quality. *Journal of Marketing*. 1985.
- [7] Harquill, C.V. Employee branding: enterprising selves in the service of the brand. 2007.
- [8] Semnani, B.L., et al. Effect of Employee branding on customer satisfaction, favorabel reputation and employee satisfaction. *Internastional Journal of Asian Social Science*. 2015: 140-155.
- [9] Yang, J. T., Wan, C. S., & Wu, C. W. (2015). Tourism and Hospitality Research. *Effect of internal branding on employee brand commitment and behavior in hospitality*. 15(4), 267-280. doi:10.1177/1467358415580358
- [10] Buil, I., Martínez, E., & Matute, J. (2016). *From internal brand management to organizational citizenship behaviours: Evidence from frontline*

- employees in the hotel industry.* Tourism Management, 57, 256–271.
- [11] Vrontis, Demetris, Alkis Thrassou, and Razali Mat Zin. Internal Marketing as an Agent of Change – Implementing a New Human Resource Information System for Malaysian Airlines. *Journal of General Management*. <https://doi.org/10.1177/030630701003600102>. 2010.
- [12] Mazzei, Alessandra, and Silvia Ravazzani. A Holistic Model of Behavioural Branding: The Role of Employee Behaviours and Internal Branding. *Micro & Macro Marketing*. 2016
- [13] Altaf, M. Mokhtar, S.S.M., Mustafa, F., Shahzad, A. Brand empowerment and brand consistent behavior: mediating of brand psychological ownership, and employee brand understanding. *Pakistan Journal of Psychological Research*. 2019. DOI:10.33824/PJPR.2019.34.3.26
- [14] Tansuhaj.P., Wong, J., McCullough, J. Internal and external marketing: effect on consumer satisfaction in banks in Thailand. *International Journal of Bank Marketing*. Vol. 5 No. 3. 1987.
- [15] Tansuhaj.P., Wong, J., McCullough, J. A service marketing management model: integrating internal and external marketing function. *Journal of Service marketing* Vol. 2 No. 1. 1988.
- [16] Sahibzada, U.F., Latif, F.K., Xu, Y., Khalid, R. Catalyzing knowledge management process towards knowledge work-satisfaction:fuzzy-set qualitative comparative analysis. *Journal of Knowledge Management*. Vol. 24 No. 10. 2020.
- [17] Bruin, L.D., Lombard., M.R., Heydenych, C.D.M. Internal marketing, service quality and perceived customer satisfaction: an Islamic banking perspective. *Journal of Islamic Marketing*. Vol. 12. No. 1. 2020.
- [18] Chen, Q., Huang, R., Pak, K.Y., Hou, B. Internal marketing, employee satisfaction and cultural congruence in gulf airlines. *Tourism Review*. 2020.
- [19] Zabal. M., Ferdous, A., Chambers, C. an integrated model of marketing knowledge – a tacit knowledge perspective. *Journal of Research in Marketing and Entrepreneurship*. Vol 21. No. 1. 2019.
- [20] Doukakis. I.P., Kitchen. P.J. Internal marketing in UK banks: conceptual legitimacy or window dressing? *International Journal of Bank Marketing*. Vol 22 No. 6. 2004.
- [21] Joung. H.W., Goh.B.K., Huffman. L., Yuan. J.J., Surles. J. Investigating relationship between internal marketing practices and employee organizational commitment in the foodservice industry. *International Journal of Contemporary Hospitality Management*. 2015.
- [22] Goodman. M.B. Introduction to the special issue: corporate communication – transformation of strategy. *Journal of Business Strategy*. Vol 40. No 6. 2019.
- [23] Balmer. J.M.T., Gray.J.R. Corporate identity and corporate communication: a creating competitive advantage. *Corporate Communication: An International Journal*. Vol 4. No. 4. 1999.
- [24] Sharma. N., Kamalanabhan. T.J. Internal corporate communication and its impact on internal branding: perception of India public sector employees. *Corporate communication: An International Journal*. Vol 17. No. 3. 2012.
- [25] Kang. D.S. Turning inside out: perceived internal branding in customer-firm relationship building. *Journal of Service Marketing*. Vol 30. No. 4. 2016.
- [26] Garas. S.R.R., Mahran. A.F.A., Mohammed. H.M.H. Internal corporate branding impact on employees brand supporting behavior. *Journal of product and brand management*. Vol. 27. No. 1. 2018.
- [27] Xie. L., Li Y., Chen. S.H., Huan. T.C. Triad theory of hotel managerial leadership, employee brand building behavior, and guest image of luxury hotel brand. *International Journal of Contemporary Hospitality Management*. Vol. 28. No. 9. 2016.

- [28] Vallester. C., Chernatory. L.de. Internal brand building and structuration: the role of leadership. *European Journal of Marketing*. Vol. 40 No. 7/8. 2006.
- [29] Lee. Y.H., Hsiao. C., Chan. H.Y., Lee.I.C. Exploration of employee-based brand equity in the banking industry from a perceived-leadership perspective. *International Journal of Bank Marketing*. Vol 38. No. 2. 2019.
- [30] Chung. S.Y., Byrom.J. Co-creating consistent brand identity with employees in the hotel industry. *Journal of Product and Brand Management*. 2020.
- [31] Bravo. R., Buil. I., Chernatory. L.de. Martinez. E. Managing brand identity: effects on the employees. *International Journal of Bank Marketing*. Vol 35 no. 1. 2017.
- [32] Poulis. A., Wisker. Z. Modeling employee-based brand equity and perceived environmental uncertainty on firms performance. *Journal of Product & Brand Management*. Vol 25. No. 5. 2016.
- [33] Iyer. P., Davari. A., Zolfagharian. M., Paswan. A. Organizational ambidexterity, brand management capability, and brand performance. *Journal of Business and Industrial Marketing*. 2020.
- [34] Koukpaki. A.S.F., Adams. K., Oyedijo. A. The contribution of human resource development managers to organizational branding in the hotel industry in India and South East Asia: a dynamic capabilities perspective. *Employee relation: the international Journal*. Vol 43. No. 1. 2020.
- [35] Itam. U. Misra. S., Anjum. H. HRD indicators and branding perspective: a viewpoint on the employer brand building process. *European Journal of Training and Development*. Vol 44. No. 6/7. 2020.
- [36] Mourya. K.K. Agarwal. M. Organisational talent management and perceived employer branding. *International Journal of Organizational Analysis*. Vol 26. No. 2 2018.
- [37] Anselmson. J., Bondesson.N., Melin. F. Customer based-brand equity and human resource management image: do retail customer really care about HRM and the employer? *European Journal of Marketing*. Vol 50 No. 7/8. 2016.
- [38] Punjaisri. K., Wilson. A. Internal branding process: key mechanisms, outcomes and moderating factors. *European Journal of Marketing*. Vol 45 no 9/10. 2011.
- [39] Ozcelik, G., Findikli, A.A. The Relationship of Internal Branding and Organizational Citizenship Behaviour: The Mediating Role of Person-Organization Fit. *Procedia Social and Behaviour Science* 150 (1120 – 1128). 2014.
- [40] Dechawatanapaisal. D. Internal branding and employees' brand outcomes: do generational differences and organisational tenure matter? *Industrial and Commercial Training*. Vol. 51 No. 4. 2019.
- [41] Xiong, L., & King, C. (2015). Motivational drivers that fuel employees to champion the hospitality brand. *International Journal of Hospitality Management*, 44, 58–69.doi:10.1016/j.ijhm.2014.10.009