

The Effects of Corporate Identity Management, Internal Brand, and Corporate Culture on Employee Brand Support Behavior (Study of Halal-Oriented SME Employees in East Java)

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ABSTRACT

The purpose of this study was to analyze the influence of corporate identity management, internal brands, and corporate culture on employee brand support behavior. This study seeks to fill the gap from the findings of previous studies where the setting is mostly done in service companies and not in the production sector. Thus the results of this study will enrich the discussion about employee brand support behavior. The population in this study were employees of small, halal-oriented companies in East Java. While the sample was taken as many as 200 employees from six cities. Small and medium companies that participate in this research are in the fields of fruit chips, salted eggs, textiles. There are three hypotheses to be tested in this study. Data were analyzed with statistics to determine the relationship between the variables studied and exploratory factor analysis. The results showed that the majority of respondents were male of the Javanese race. The mean age was 34, mostly in middle and high school backgrounds. Furthermore, most of them are married, most of them work in general affairs and production with permanent employee status. The majority of respondents only get a monthly income of between IDR 1,000,000-2,000,000. Finally, around 50% of respondents have a working period of 1-3 years. The results showed that corporate identity management has a significant effect on employee's brand support behavior. Internal Brand has a significant effect on Employee Brand Support Behavior. Organizational culture has a significant effect on brand support behavior. Suggestions that can be conveyed in research include work culture and Islamic values that have been adhered to by employees also need to be maintained by company leaders. During their breaks and prayers, they should be given sufficient time, but it does not interfere with the company's productivity. Also, the leader must explain that the company where the employees work is a relatively new business operating so that the company has not been able to provide decent income to most of them. However, along with the growth of these MSMEs, employee salaries are expected to get better. The support showed by employees so far must be maintained and maintained so that they feel cared for by the leadership.

Keywords: *Corporate Identity Management, Internal Brands, Corporate Culture, Employee Brand Support Behavior, Halal, SME*

1. INTRODUCTION

The halal industry is currently an economic activity that is of concern to the government and businesspeople. Corporate identity management practice requires the transmission of what an organization is and what it means to internal and external stakeholders through a strategic plan of visual identity, company values, communication and behavior hence involves managing the factors that influence corporate identity alignments. It also focuses on the important roles of employees and

senior management given their important role in the corporate identity management process.

Recent evidence suggests that organizational members should have values that are parallel to their institutions. As suggested by Sujchaphong et al. (2015), institutions need to base their activities on organizational brand values to encourage employees to support the brand in their behavior. The relationship between employee performance, commitment, and customer perceptions of service brands are also related to service branding and marketing (Karmark, 2005).

Employee brand support behavior can be seen from a value and norm-based perspective as well as a communication and marketing perspective. Regarding norm-based values and perspectives through cultural control, it is hoped that employees can signify the brand with enthusiasm, namely becoming a brand and/or representing a brand. Apart from that, from a communication and marketing perspective, which is the output of communication activities, it is likely that employees only recognize the brand and can convey it (Karmark, 2005).

In general, research on the relationship between CIM and Employee Brand Support focuses on various corporate communication studies. Overall, CIM should be considered more of an asset to continue. Previous research has not measured the relationship between CIM and employee brand support. Rooted in this idea, Simoes et al., (2005) have noted that the CIM scale can be used in several ways including companies to convey value to employees and to assess the impact of CIM-related activities.

This study seeks to fill the gap from the findings of previous studies where the setting is mostly done in service companies and not in the production sector. The population in this study were employees of small, halal-oriented companies in East Java. While the sample was taken as many as 200 employees from Malang, Sidoarjo, Gresik, Probolinggo, Kediri, and Mojokerto. Thus the results of this study will enrich the discussion about employee brand support behavior. Corporate Identity Management, Internal. Thus the results of this study will enrich the discussion about employee brand support behavior. The specific purpose of this research is to analyze (1) the effect of Corporate Identity Management on Employee Brand Support Behavior, (2) Internal Brand Influence on Employee Brand Support Behavior, and (3) The Influence of Corporate Culture on Employee Brand Support Behavior.

The results of this study are expected to make a real contribution to the course of Organizational Behavior and Human Resource Development for SMEs engaged in the halal industry. UKM leaders, including owners, will know the importance of managing corporate identity, internal branding, and organizational culture in producing employees who behave in a way that supports the brand. Furthermore, it will be recommended how the leader communicates the vision, mission, and values of the company so that it can be properly understood and implemented by employees as internal company stakeholders. With this correct understanding, employees are expected to implement all their knowledge and skills to serve customers.

2. LITERATURE REVIEW

Corporate Identity Management

Corporate Identity Management (CIM) shows the characteristics of a company and can be an identity that differentiates each company. Balmer and Greyser (2002) stated that CIM is related to the vision and mission of the organization and the determination of orientation based on values and culture. CIM is one of the business philosophies implied in conveying the vision and mission of the organization and implementing values that are well communicated by management. Shared concepts, missions, and values are expected to be involved in behavior. Furthermore, CIM is used to improve the company's image on an ongoing basis to external parties (Simoes, et al., 2005). It can be concluded that corporate identity management is defined as conveying to employees about the company's vision and mission in a sustainable manner. Besides, the recognition of company characteristics such as brand, logo, color (visual) allows employees to learn and apply their identity correctly.

Melewar, Karaosmanoglu, Paterson (2005) emphasized that corporate identity is manifested in the form of corporate design, corporate communication, corporate culture, corporate behavior, corporate structure, industrial identity, and corporate strategy. If described more broadly, some of these components can include company values, company mission and vision, company history, company philosophy, company guidelines, employee behavior, brand structure, management behavior, differentiation strategy, positioning strategy, and so on.

The application of corporate identity can be carried out well if it is supported by various parties within the company. To increase support for the successful implementation of corporate identity, it can be done in 3 ways: First, creating text and visual material identities that contain creative and strategic values, Second, compiling organizational identity through professional and quality management, Third, evaluating strengths and weaknesses periodically in applying corporate identity (Nezhad and Gayem, 2015)

Internal Brand

A brand is a name, term, sign, symbol, design, or combination intended to identify goods and services from a single seller or group of sellers and distinguish them from people and competition. Strong brands have been shown to play a role in facilitating a variety of marketing objectives, including increased brand loyalty, higher margins, successful expanded new product introductions, more significant shareholder and stakeholder dividends, and simplified consumer decision making (Keller, 2003).

Internal brand or commonly known as internal branding is an activity to provide information and aspirations to employees. Internal brand deals with internal communication. This is related because in the internal brand there is communication in providing information. With good communication between the organization and employees, they are expected to remain loyal to the organization (Simi, J, 2014; Valester & Chermatony, 2006)

Internal branding is very important in operationalizing brand orientation and ensuring employees share important brand characteristics in carrying out brand-building activities (Santos-Vijande, et al., 2012). The internal brand is defined as the systematic management of planned behavior, communication, and symbolism used by the organization to achieve a positive and profitable reputation with the target audience for an organization (Einwiller & Will, 2002).

Internal Brands motivate and stimulate employees by providing guidelines for brand behavior that employees can accept to emulate in their daily behavior. Organizations need to understand how to develop mutual understanding and commitment to employees (Silverthorne, 2004). Mitchell (2002) asserted that internal branding was developed to help promote brand organizations to employees. It makes employees understand which organizational branding will be uniformly delivered to customers. In internal branding, employees are internal customers who will then convey brand information to the organization's public or external customers.

Punjaisri et al. (2009) explained that internal branding is knowledge or dialogue for employees to know about the organization. This is done to understand what is meant by the organization and maintain customer loyalty to the organization's brand. Internal branding on employees is very important because it deals directly with employees, and the behavior that employees give will also affect customers. Therefore, what employees say to customers or customers is very important in organizational success.

Mosley (2007) stated that the purpose of internal branding is to develop and enhance shared value between employees and the organization. These values will later realize the organization's vision or mission. Internal branding communication to employees allows them to have organizational standards conveyed to customers everywhere without changing.

Corporate Culture

According to Schein, H (2010) organizational culture is defined as the shared assumptions, values, and beliefs that guide the actions of its members. According to this statement, corporate culture is a shared assumption, values, and beliefs that indicate the activities of organizational members. Organizational culture tends to be shaped by founding values, industrial and business environment, national culture, and leader's vision and behavior. Organizational culture can increase employee ownership and loyalty in the organization, manage members, strengthen company values, control behavior in the work environment, encourage all structures to improve performance in the short and long term, determine the direction that can be done, and who is not.

Employee Brand Support Behavior

Miles & Mangold (2004) defines employee brand support as a process in which employees internalize the necessary brand image and are motivated to project that image onto customers and other organizational constituents. Internalization of the brand image selected in the minds of employees is necessary before they launch it to others. Internalization encourages employees to present the brand they want to customers in a positive way (Parasuraman et al., 2004). The internalization process occurs when employees receive messages through various systems and sources within the organization. These messages must reflect the values, mission, and vision of the organization and communicate what is expected of employees to achieve them.

Sujchaphong (2015) suggested that organizations need to base their activities on brand values to encourage employees to support the brand in their behavior. The relationship between employee performance, commitment, and customer perceptions of service brands are also related to service branding and marketing. As noted in previous research, the relationship between brands and employees is conceptualized because they are the life of the brand (eg, Karmark, (2005); Gotsi & Wilson (2001).

3. RESEARCH METHODS

This research is an explanatory study that explains the effect of independent variables on the dependent variable. The independent variables in this study are corporate identity management, corporate culture, and internal brand. While the dependent variable is the employees' brand support behavior.

The proposed conceptual framework is shown in the image below

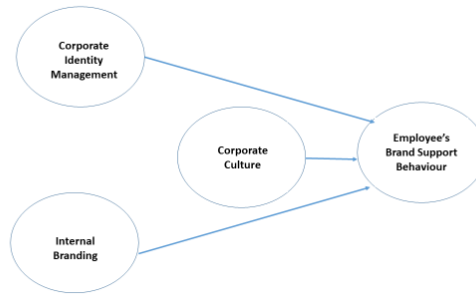


Figure 1. Research concept framework

The population in this study were employees of small, halal-oriented companies in East Java. While the sample was taken as many as 200 employees.

There are three hypotheses to be tested in this study. H1 Corporate Identity Management has a significant effect on Employee Brand Support Behavior.

H2 Internal Brand has a significant effect on Employee Brand Support Behavior.

H3 Corporate culture has a significant effect on Employee Brand Support Behavior.

Data were analyzed with statistics to determine the relationship between the variables studied and exploratory factor analysis.

4. RESULT

Demographic characteristics of respondents

Small and medium companies that participate in this research are in the fields of fruit chips, salted eggs, textiles available in Malang and Sidoarjo, Gresik, Probolinggo, Kediri, and Mojokerto. Furthermore, the demographic characteristics of the respondents can be seen in Table 1.

Table 1. Demographic characteristics of respondents

Characteristics	Description	Number
Gender	male	124
	female	76
Race	Jawa	124
	Madura	35
	Mongoloid	20
	Cina	1
Average age		34
Education	University	21
	Senior High School	84
	Yunior High School	64
	Elementary School	30
Marriage status	unmarriage	45
	Marriage	153
	divorce	2
Occupation	production	82
	General staff	109
	Management staff	4
	Service staff	3
Employment status	permanent	162
	Non-permanent	35
	No response	3
Income rate	above 4.000.000	2
	3.000.000-4.000.000	5
	2.000.000-3.000.000	21
	1.000.000-2.000.000	102
	under 1.000.000	70
Tenure	0-1 year	13
	1-3 years	103
	4-6 years	54
	7-9 years	19
	above 9 years	11

Based on Table 1, most respondents are men whose race is Javanese. The mean age was 34, mostly in middle and high school backgrounds. Furthermore, most of them are married, most of them work in general affairs and production with permanent employee status. Most respondents only get a monthly income of between IDR 1,000,000-

2,000,000. Finally, around 50% of respondents have a working period of 1-3 years.

Statistical Analysis Results

The following are the Cronbach Alpha value and loading factors for each variable.

Table 2. Cronbach Alpha value for each variable

No	Variable	Alpha Cronbach
1	Corporate Identity Management	0,860
2	Internal Brand	0,774
3	Corporate Culture	0,886
4	Employee Brand Support Behaviour	0,728

Table 3. Loading Factor Variabel Corporate Identity Management

	Component			
	1	2	3	4
Z1.1	,878			
Z1.2	,807			
Z1.6	,510			
Z3.6		,784		
Z4.2		,725		
Z4.4		,707		
Z4.3		,665		
Z4.1		,628		
Z3.4				,804
Z3.2				,782
Z1.5				,510
Z2.1				,492

Table 4. Loading Factor Variabel Internal Brand

	Component	
	1	2
X1.2.1	,794	
X1.2.2	,728	
X1.1.4	,705	
X1.1.2	,694	
X1.1.1	,591	
X1.1.3	,549	
X1.2.3		,866
X1.2.4		,807

Table 5. Loading Factor Variabel Corporate Culture

	Component			
	1	2	3	4
X2.2.2	,901			
X2.2.1	,850			
X2.3.1	,737			
X2.3.2	,735			
X2.2.3	,436			
X2.4.3		,810		
X2.4.4		,757		
X2.4.2		,667		
X2.4.1		,618		

Table 6. Loading Factor Variabel Employee Brand Support

	Component	Cronbach's Alpha (α)
	1	
Y1.4	,772	0.728
Y1.1	,737	

Y1.2	,705
Y1.3	,646
Y1.5	,594

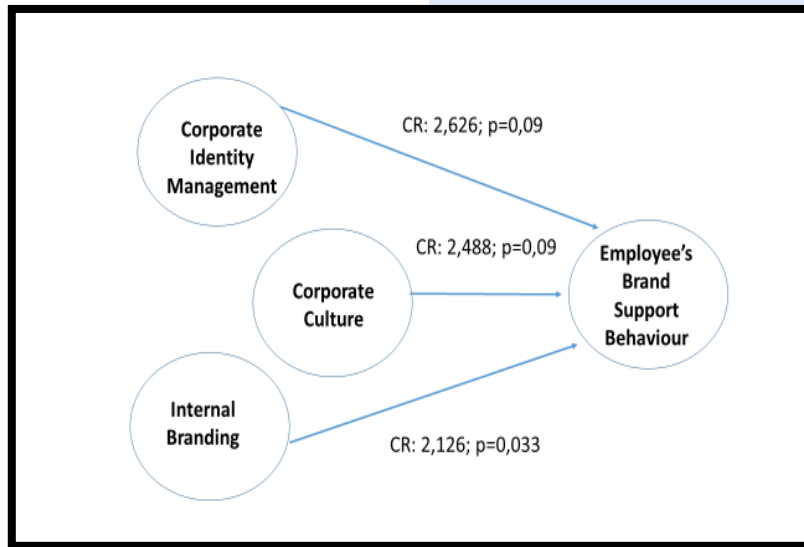


Figure 2 Final Research Model

5. DISCUSSION

H1 Corporate Identity Management has a direct and significant effect on Employee Brand Support Behavior.

The results showed that corporate identity management had a direct and significant effect on employee's brand support behavior with a CR value of 2,623 and $p = 0.09$. This study supports the results of previous research which states that Corporate Identity Management has a direct and significant effect on Employee Brand Support Behavior as proposed by Mohammad B, et al, (2017). This study shows that the Corporate Identity Management of university staff plays an important role in influencing employee brand support. The findings show that three important dimensions of work values (mission and value dissemination, consistent image implementation, visual identity implementation) influence employee brand support. In line with this research, Trim (2003) states that organizational members must have the same or at least similar values to their institutions. Therefore, agencies need to base their activities on organizational brand values to encourage employees to support the brand in their behavior.

H2 Internal Brand has a direct and significant effect on Employee Brand Support Behavior.

The results showed that internal branding affected employee support behavior (0.33). Thus Hypothesis 2, which reads Internal Brand has a direct and significant effect on Employee Brand Support Behavior, is supported in this study.

Following Punjaisri et al. (2009), Internal branding in this study is a nurturing process in which employees are invited to dialogue and trained with brand knowledge. Such a process allows employees to understand the meaning of the company's branding and convey a consistent brand experience to customers. With this good internal branding process, employees will then show supportive behavior towards their company.

Mosley (2007) states that the purpose of internal branding is to develop and enhance shared values among employees and the company. These values usually encompass the company's mission or vision, and employees and brands are closely linked through these procedures. Besides, Vallaster and De Chernatony (2006) noted that once employees internalize brand values, they will maintain the standards set by the brand during customer contact at any time or place.

In some studies, internal branding is often associated with affective commitment. Internal branding is considered a tool to ensure that employees have a common understanding of the company's desired brand image and that they are able and willing to reflect this image to other stakeholders through their behavior. Therefore, consistency of messages addressed to various stakeholders is especially important, as inconsistent or conflicting messages can make employees question the integrity of their organization and its values, which is likely to harm the impact of internal company branding on employees.

H3 Corporate culture has a direct and significant effect on Employee Brand Support Behavior.

Organizational culture has a significant effect on brand support behavior with a CR value of 2.488 and $p = 0.013$. The better the employees know and understand the organizational culture, the higher the brand support behavior towards the organization. When viewed from their tenure, some of them (42%) have worked for years in the organization even though they have not become permanent employees in the organization. From these data, many employees have high brand support behavior towards the organization because of the culture that exists in the organization.

We found difficulties when explore the research result concerning the effect of corporate culture on employee brand support behavior in journals. Employee brand support behavior in many journal articles is frequently associated with organizational commitment. For instance, Akuratiya (2017) in her research also found the same thing that there is a positive relationship between organizational culture and organizational commitment. Next, research of Aranki et al. (2019) indicated that there is a positive and significant relationship between organizational culture and organizational commitment.

6. CONCLUSIONS

Three points can be concluded. First, Corporate Identity Management has a significant effect on Employee Brand Support Behavior. Second, Internal Brand has a significant effect on Employee Brand Support Behavior. Third, Company culture has a significant effect on Employee Brand Support Behavior.

Recommendation. Leaders must continuously communicate the vision, mission, and values of the company so that they can be properly understood and implemented by employees as internal company stakeholders. With this correct understanding, employees are expected to be able to implement all their knowledge and skills to serve customers.

Research limitations. We still consider the sample in this study to be less representative of the entire population of employees in the six cities studied. More company samples should be taken in each city. Currently, there are only two sample companies in each city. If the sample of companies could be more, for example, 10, then the sample of employees taken could reach more than 1000. With a large sample, of course, the data will ensure that the data taken is sufficiently representative of conditions in East Java.

AUTHORS' CONTRIBUTIONS

All authors contributed to the research under my coordination. Some contributed to data collection, some contributed to statistical analysis, and some contributed to the discussion

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