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**EFFECTS OF BRAND IDENTITY FOR EMPLOYEES IN BOSNIA  
AND HERZEGOVINA**

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## AUTHORSHIP STATEMENT

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## **LIST OF ABBREVIATIONS**

**B2B** – Business-to-Business

**B2C** – Business-to-Customer

**BCB** – Brand Citizenship Behavior

**CIM** – Corporate Identity Management

**CSR** – Corporate Social Responsibility

**CVIS** – Corporate Visual Identity System

**HR** – Human Resources

**IM** – Internal Marketing

**OCB** – Organizational Citizenship Behavior

**SPSS** – Statistical Package for Social Sciences

**SWOM** – Staff Word of Mouth

**UK** – United Kingdom

**US** – United States

**WOM** - Word of Mouth

## INTRODUCTION

Brand identity management has been recognized in literature over the last decades as a critical factor for success in influencing stakeholders' attitudes and behaviors. It is also considered to be an effective tool for an organization to be used to effectively influence corporate image, increase competitive advantage, and overall performance (Bravo, Buil, de Chernatony, & Martínez, 2017b). Aaker (1996) explains brand identity as a unique set of brand associations that the person responsible for brand development wants to create and maintain. It refers to a promise to customers from an organization. Brand identity is by no means an advertising effort or positioning statement, but it needs to have depth and richness. Therefore, brand identity originates from the company. In other words, the company is responsible for creating and differentiating its product from competitors. Brand identity is all about how a company wants to identify itself. Branding strategies are used to communicate the identity and value to customers and other stakeholders. To establish brand identity, companies rely on a marketing mix. The four Ps (product, place, price, promotion) may play a crucial role in this process. For instance, the physical attributes of the product communicate the different features of the brand to customers (Nandan, 2005)

Corporate branding has been described as a process that is systematically planned and implemented to create and maintain a company's reputation as a whole in the market. Therefore, the point of interest of corporate branding is the company as a whole (Einwiller & Will, 2008). A corporate brand brings the attention, interest, and activity of stakeholders to a corporation. It attracts and places relevant stakeholders, constituents and audiences around recognizable values not only to differentiate the company but also to make a sense of belonging to the company (Hatch & Schultz, 2003).

Internal marketing (IM) refers to management philosophy, organizational approach, and a collection of strategies and practices through which an organization does marketing of itself to its staff. Internal Marketing definition states that internal marketing is a social norm that enables the organization and its employees to create together value through reciprocal service and respect. The benefits of internal marketing are plentiful and include employee retention, encouraging collaboration, enhancing internal communication, reducing the distance between the company and employees, embed organizational values (Brown, 2021). Ahmed and Rafiq (2002) found through the analysis of previous literature on IM that consists of five elements that signify what was part of internal marketing through its development, and includes employee satisfaction and motivation, customer orientation and customer satisfaction, inter-functional coordination and integration, a marketing-like approach to the above, and the implementation of corporate or functional strategies (Ahmed & Rafiq, 2002). Employees need an internal theme towards which they can tailor their behavior so that it is consistent with organizational and consumer expectations. If there is no such theme, employees might be directionless in knowing how, and when to whom to direct their energy.

Therefore, internal brand management is argued to inspire employees to deliver the brand promise. In addition, it provides a competitive advantage (King & Grace, 2008).

The problem that we want to explore in this thesis is brand identity from the perspective of employees, using the model developed by Bravo, Buil, de Chernatony, and Martínez (2017a) in the paper on managing brand identity and its effects on the employees. More specifically, we explore the dimensions of brand identity management, namely visual identity, employee and client focus, brand personality, human resource initiatives and consistent communication, and their influence on employee organizational identification. Also, the thesis explores the effects of organizational identification on the job satisfaction of employees. Moreover, the study explores the influence of organizational identification on employees' WOM. In addition, we will explore how organizational identification and job satisfaction influence brand citizenship behavior.

Organizational identification refers to the degree to which a person identifies themselves with the attributes that define the organization. If there is strong organizational identification, it might result in positive outcomes such as citizenship behavior and intraorganizational cooperation. (Dutton, Dukerich, & Harquail, 1994). It has been found that internal branding elements such as internal communications and HR are important drivers of employees' identification. When it comes to HR, it is found that training provided to employees to coach and educate them about behaviors and attitudes which are necessary to deliver brand promise had a significant influence on employees' identification with a company. The training needs to be directed towards the goal of delivering the brand values as declared in the brand promise. Besides educating staff, training also reinforces the right pattern of the correct behavior (Punjaisri, Wilson, & Evanschitzky, 2009a). On the other hand, external elements such as visual identity and corporate communication can also play a major role in the identification (Bhattacharya & Sen, 2003). In turn, organizational identification results in greater job satisfaction. Therefore, employees feel better about themselves as a part of an organization and have better job satisfaction if they identify with the organization (Van Dick et al., 2004). Positive word of mouth refers to the extent to which an employee is willing to recommend their institution to others, and how likely they are to say positive things about the organization (King & Grace, 2010). When it comes to the relationship between WOM and company identification, identification with a company increases the likelihood to purchase more of its products and recommend both the company and its products to others. When individuals identify with an organization, they are more likely to support it in a variety of ways. (Ahearne, Bhattacharya, & Gruen, 2005). It has been found that identification with an organization has positive effects on membership-related support, and financial support in general (Bhattacharya, Rao, & Glynn, 1995). Moreover, corporate image positively affects consumer product judgments. Even though customers act reasonably, their purchasing quantity decision can be influenced by suggestions (Wansink, Kent, & Hoch, 1998). On the other hand, when people identify with the organization, they are more likely to focus on tasks that benefit the whole organization, which is often referred to as extra-role behaviors



(Ahearne, Bhattacharya, & Gruen, 2005). Word-of-mouth is considered one of the extra-role behaviors (Bettencourt, 1997). Therefore, when employees identify with an organization they are willing to give more for it, including WOM, which positively affects the purchasing decisions of people. In addition, research shows that satisfaction, identification, and commitment have extensive influence on positive WOM (Brown, Barry, Dacin, & Gunst, 2005). Moreover, job satisfaction positively affects word of mouth (Brown, Barry, Dacin, & Gunst, 2005). Finally, we would explore the influence of organizational identification and job satisfaction on brand citizenship behavior. We would also like to explain the difference between organization citizenship behavior and brand citizenship behavior. Organizational citizenship behavior refers to voluntary behaviors of employees behind the expectations. On the other hand, brand citizenship behavior encompasses not only the brand-oriented aspects of organizational citizenship behavior but also extends beyond the scope of organizational citizenship behavior to include externally targeted behaviors (Burmam & Zeplin, 2005). Therefore, these concepts are related. Van Dick, Knippenberg, Kerschreiter, Hertel, and Wieseke (2008) found in a study on interactive effects of the workgroup and organizational identification on job satisfaction and extra-role behavior that organizational identification has positive effects on both job satisfaction and organizational citizenship behavior. Moreover, employees are more likely to live brand values if they are satisfied with the job (Wu, Liang, Wei, & Chang, 2008).

The purpose of this research is to explore the impact of brand identity management on employees, their organizational identification, WOM, job satisfaction, and brand citizenship behavior. The plan is to explore employees in Bosnia and Herzegovina across different industries. The research goals are the following:

- To assess whether brand identity elements have an impact on organizational identification
- To assess whether organizational identification affects job satisfaction and WOM
- To assess whether job satisfaction affects WOM
- To assess whether organizational identification and job satisfaction have a positive effect on brand citizenship behavior

The thesis starts with an explanation of brand identity management. It also explains the difference between the internal and external perspectives of a brand, and it introduces the two most cited models of brand identity. Then, the relevant literature on corporate brand management is covered. Next, we explain the difference between internal marketing, internal branding, and employer branding. The thesis then covers relevant literature on the effects of brand identity on employees, and hypotheses are developed. Then, the methodology, sample description, and results of the analysis are presented. Next, the main findings and contributions are presented together with the limitations. Finally, the thesis finishes with the conclusions drawn from the research, references, and appendices.

# **1 BRAND IDENTITY MANAGEMENT**

Brand identity management has been recognized as one of the critical factors which influence stakeholders' attitudes and behaviors. In addition, research shows that brand identity management proved to be an effective tool for organizations to improve their corporate image which will, in turn, increase their competitive advantage and overall performance (Bravo, Buil, de Chernatony, & Martínez, 2017b).

Brand identity management is described as the activities that a company implements regularly to improve its image among external and internal stakeholders. Information that different stakeholders have about a company differs, and perceptions about the company differ among different stakeholders. Therefore, each stakeholder has a different perspective which makes it difficult for the company to create a consistent image (Simoes, Dibb, & Raymond, 2005).

Before diving deeper into brand identity, we will explain in the following section what the brand is, its benefits, and its levels.

## **1.1 Branding**

According to American Marketing Association, brand refers to a name, term, logo, design, or some other symbol that makes one seller of goods and services distinct from other sellers (American Marketing Association, n.d.). Therefore, it is something that identifies a seller or maker in the marketplace. A brand is a seller's promise to deliver a certain set of benefits, features, and services to customers which can be identified through name, logo, trademark, or some other symbol. However, according to Kotler (2002), a brand is more than just a symbol. Kotler emphasizes that a brand can bring up to six levels of meaning which are summarized in Table 1. Even though creating a set of attributes for a certain brand is important, there are plenty of reasons why focusing only on attributes is not sufficient. Firstly, competitors might easily copy the attributes. Secondly, customers might be more interested in benefits than attributes. Finally, the attributes which the company is promoting might be less desirable tomorrow (Kotler, 2002).

*Table 1: Levels of brand meaning*

Meaning	Description
Attributes	Attributes that a brand creates in the mind of customers.
Benefits	Functional and emotional benefits that the customer experiences from the attributes.
Values	The brand conveys the values of the producer.
Culture	The brand can also represent a certain culture.
Personality	The brand might convey a certain personality as well.
User	The brand portrays what kind of customers are associated with the producer

*Source: Kotler (2012).*

Brands provide added value to both firms and customers which can be conceptualized in terms of brand equity. When it comes to the company's perspective, strong brands provide companies with an ability to gain a high level of consumer acceptance even when competition is fierce. On the other hand, consumers benefit from brands since it provides a visible representation of difference among products. In addition, brands can signal product quality to customers which helps to reduce perceived risk and after-purchase cognitive dissonance (Nandan, 2005).

Even though branding has been a central theme in consumer marketing, it is less established in the industrial markets. However, many industrial firms recognized that previous order-winning criteria such as quality and reliability are now no longer sufficient as stated by Humphreys and Williams (in Lynch & de Chernatony, 2010). In addition, B2B transactions carry higher risks than B2C transactions. Moreover, the changes in the industry practices have increased the use of outsourcing and partnerships. Therefore, these reasons put a lot of pressure on companies to build trust through strong brands as stated by Minett (in Lynch & de Chernatony, 2010). B2B companies that have developed branding strategies have benefits in terms of customer loyalty, customer value, and perceived product quality (Cretu & Brodie, 2007), better financial performance (Ohnemus, 2009), charging premium prices, and raised barriers to entry (Michell, King, & Reast, 2001).

## **1.2 External Perspective of a Brand / Brand Equity**

There are two perspectives to branding: external and internal perspectives as stated by de Chernatony and Harris; Konecnik Ruzzier and Ruzzier (in Petek & Ruzzier, 2013). On the one side, one perspective is focused on internal stakeholders and brand identity development. On the other side, the other perspective is based on external stakeholders and brand equity.

According to Aaker (1991), brand equity refers to a set of brand assets and liabilities that are linked to a brand. It refers to its name or symbol which either subtracts or adds value that

the product provides to the customers or the value that customers provide to a company. It is worth mentioning that assets and liabilities have to be linked to the name or symbol of the brand. In the case that company decides to change its name or symbol, there is a possibility that some or all of these assets and liabilities might be affected, or even lost. Brand equity adds value to both customers and a company. In the first place, it adds value to customers. It helps them store, process, and interpret a huge amount of information about the brand. In addition, it fosters customers' purchase decisions because they are more likely to purchase a brand with which they already have experience or if they are familiar with the brand characteristics. Moreover, certain elements of brand equity such as perceived quality and brand associations can improve customer experience and satisfaction. On the other hand, brand equity also provides benefits to the company in terms of the generation of marginal cash flows. Primarily, brand equity can help attract new customers or recapture old ones. For instance, if a company is making a promotion, it is more likely that customers will participate if they are familiar with the brand. Therefore, they will not need to combat the skepticism of the customers. Even though assets and liabilities differ from context to context, they can be grouped into five categories (Aaker, 1991):

1. Brand loyalty – Generally, it is relatively less expensive for companies to retain existing customers than to acquire new ones. Especially, when customers are satisfied and like the brand. There is usually substantial inertia among customers even when switching costs are low, and brand commitment is low. On the other hand, customers usually provide exposure and reassurance to other people in the community. Moreover, brand loyalty discourages competition to take competitive action because they are discouraged to spend resources on satisfied customers. Finally, it provides greater trade leverage.
2. Awareness of the brand name and symbols – Because customers are comfortable with the familiar, they will usually buy a brand that is familiar to them. Generally, there are assumptions that more familiar brands are more reliable and of good quality. Therefore, people usually choose a brand with which they are familiar over unknown brands. Unknown brands usually have little chance to enter the consideration set for evaluation.
3. Perceived quality – People usually make associations of brands based on overall product quality rather than based on knowledge of detailed specifications. Even though perceived quality differs for different industries, it will always be an important and measurable product characteristic. Perceived quality is important because it will influence purchase decisions, especially when customers are unable to analyze the product offering. In addition, it allows brands to charge premium prices which results in a higher gross margin. Finally, it enables brands to extend the brand.
4. Brand associations – When it comes to brand associations, it refers to the value that a brand name brings based on the associations linked to it. For example, American Express is provided credibility and confidence by Karl Maiden. On the other hand, brand associations can change the experience of customers if they are related to a lifestyle or personality. For instance, driving or owning a Jaguar has a special experience because of the associations linked to it.

5. Other proprietary brand assets (patents, trademarks, channels, relationships, etc.) – Brand assets have the highest value if they prevent competitors to attract a brand's loyal customers. If competitors want to confuse customers by using a similar name, symbol, or package, a trademark will protect the brand. Assets can bring value to a brand, only if they are tied to it. Distribution channels, for example, need to be based on brands rather than the company to be a basis for brand equity.

In general, there are six sources of value to the company. Firstly, brand equity can foster the effectiveness and efficiency of marketing programs. Second, perceived quality, awareness, and brand associations can increase customer satisfaction which will result in higher customer loyalty. These assets can reassure customers which makes them more reluctant to try other brands. Third, brand equity enables companies to charge premium prices which results in higher margins. Companies that have a disadvantage in terms of brand equity often need to invest more in promotional activities. Forth, brand extensions can be exploited by brands that have strong brand equity. Fifth, brand equity can provide benefits in gaining good distribution channels because channel members are more willing to make deals with known brands. Finally, brand equity prevents customers to switch customers by increasing switching costs (Aaker, 1992).

Keller (1993) has introduced the term customer-based brand equity which is defined as 'the differential effect of brand knowledge on consumer response to the marketing of the brand.' Three different concepts (the differential effect, brand knowledge, and customer response) need to be explained in this definition. The differential effect is measured based on the effect that customers have on the marketing of branded and unnamed versions of a product. Brand knowledge consists of a brand image and brand awareness which is conceptualized based on brand associations. Finally, consumer response to marketing refers to preferences, behavior, and perceptions arising from the marketing mix (Keller, 1993).

### **1.3 Internal Perspective of a Brand / Brand Identity**

Aaker (1996) explains brand identity as a unique set of brand associations that the person responsible for brand development wants to create and maintain. It refers to a promise to customers from an organization. Brand identity is by no means an advertising effort or positioning statement, but it needs to have depth and richness.

Therefore, brand identity originates from the company. In other words, the company is responsible for creating and differentiating its product from competitors. Brand identity is all about how a company wants to identify itself. Branding strategies are used to communicate the identity and value to customers and other stakeholders. To establish brand identity, companies rely on a marketing mix. The four Ps (product, place, price, promotion) may play a crucial role in this process. For instance, the physical attributes of the product communicate the different features of the brand to customers (Nandan, 2005).

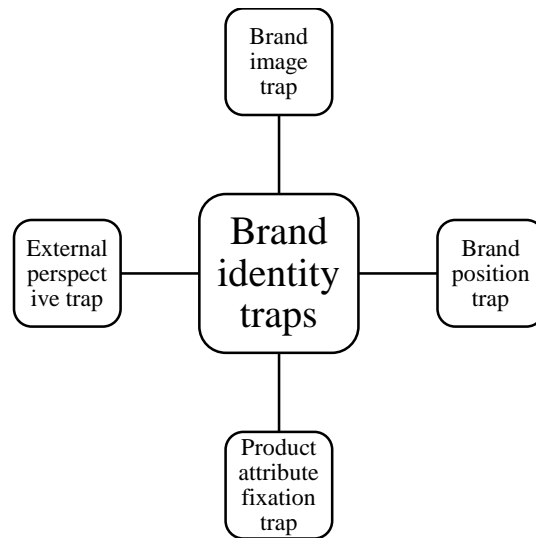
According to Keller (2013), developing a brand identity is the first step toward building a brand. Brand identity answers the question of who the brand is. It is primarily developed so that customers can identify with the brand, and create an association of the brand in their minds with a certain product class, product benefit, or customer need. Brand identity needs to be tangible and appeal to the senses. Therefore, it needs to foster customers to touch, see, hold, and hear the brand. It becomes especially handy for product differentiation. In addition, it makes big ideas and meanings accessible to customers. Its basic function is to take separate elements of a brand, and then unify them into a system (Wheeler, 2009).

Hatch and Schultz (2003) have proposed that brand identity is the basic idea of the company, and how that idea is communicated to various stakeholders. This is especially true for corporate brands. Since brands are endorsed by a corporation, it involves a lot of search for what the company does, and how it will be communicated to diverse stakeholders. For instance, Apple's productivity is based on the inborn want to change things. Its corporate identity of the bitten apple exactly symbolizes this. It is referenced the forbidden fruit with the color of the rainbow in the wrong order. It is also important to mention that communication should not only be directed towards customers. The brand identity also needs to be communicated to staff so that they can appreciate how they behave to be the embodiment of the brand (de Chernatony, 2006). In the following sections, we will cover the two most cited models of brand identity.

### 1.3.1 Brand identity system

According to Aaker (1996), brand associations represent what the brand stands for and imply a promise to customers from the organization members.' Therefore, the purpose of brand identity is to provide purpose, meaning, and direction for a brand. When it comes to brand identity models, it is important to mention four major brand identity traps which are summarized in Figure 1 (Aaker, 1996).

Figure 1: Brand identity traps



Source: Aaker (1996).

Regarding the brand image trap, it refers to the situation when a brand image becomes a brand identity rather than just one component of it. There is a lack of resources or expertise to go beyond brand image. The main issue with this trap is that customers indicate what you are. Generally, since brand image looks into the past, it is passive. In addition, it is rather tactical and considers how a brand is perceived by customers. On the other hand, brand identity is rather strategic, proactive, and considering future actions. It reflects all the strategic endeavors of how a company wants its brand to be perceived. A related concept to the brand identity trap is the brand position trap. A brand position trap refers to a situation where searching for brand identity becomes searching for a brand position. Brand position is a component of brand identity and value proposition that is communicated to a target audience. The main issue with the brand position trap is that advertising becomes the main goal rather than brand identity. The external perspective trap is also often observed in the marketplace. It happens when companies fail to realize the importance that brand identity plays for companies to understand their basic purpose and values. Vision, values, and strengths are basic components of brand identity which provide basic input to the internal stakeholder about what the brand is about. If brand identity does not communicate that vision to employees, it is hard to expect them to believe in that vision. Finally, the most common of all traps is the product-attribute fixation trap. It happens when companies have assumptions that only product attributes are relevant to customer decisions. It often leads to less optimal strategies and damaging blunders because a brand is more than a product. This model is developed because brand identity had been conceptualized too narrowly. A more detailed view of brand identity helps strategists avoid these traps (Aaker, 1996).

The brand identity system which is part of the brand identity planning model is presented in Figure 2. When it comes to this model, it is important to mention that brand identity is organized around four perspectives: the brand as a product, the brand as an organization, the

brand as a person, and the brand as a symbol. These four perspectives encompass twelve categories – the brand as the product includes product scope, product attributes, quality/value, uses, users and country of origin; the brand as organization incorporates organization attributes, and local vs global; the brand as a person includes personality and brand-customer relationship; the brand as symbol encompasses visual imagery and metaphors, and brand heritage category. Generally, no brand has associations in all categories, but each category is relevant for some brands. Usually, brand identity needs to have six to twelve categories to appropriately describe the brand's aspiration (Aaker & Joachimsthaler, 2000).

Here, we are going to describe each of the brand identity perspectives. Firstly, we will start with a brand from a product perspective because it will almost always be a crucial part of brand identity since it is directly linked to the user experience and brand choice decisions. This category has six categories which be explained below:

The product scope – Product scope refers to the associations that products make to the product scope. When there is a strong link between a product and product class, the brand will be recalled when the product category is cued. The category doesn't have to be mentioned when the brand is mentioned, but the brand must be mentioned when the product category is mentioned.

Product attributes – If a brand offers something extra, in terms of features and services, and something better, product-related attributes can create a value proposition. Product-related attributes can provide functional and emotional benefits to customers. For example, McDonald's provides worldwide product consistency.

Quality/Value – These are product-related attributes that need to be considered separately. In many industries, quality is either a minimal requirement for companies to survive or it is the point of competition among brands. Nevertheless, some brands, like Gillette, consider quality as a core identity element.

Uses – This category refers to the associations with the use occasion, i.e. certain brands try to own a particular application or use which forces competition to find a workaround.

Users- Brands can also be positioned based on the type of their users. For example, the White Watchers brand is associated with people who are interested in nutrition and weight control.

Country of origin – Another option to position a brand is to link it to a country of origin or region which will add credibility to it. For example, Swatch is associated with Switzerland which makes association with high quality and punctuality. Studies on this category show that the extent of this effect depends on the product category. For instance, Japanese electronic devices are rated higher than Japanese food (Aaker, 1996).



When it comes to brand as an organization, the focus is on the attributes of an organization, rather than those of a product or service. There are two categories in the brand from an organization perspective: organizational attributes and whether the organization is local or global. People, values, culture, or programs of the company create organizational values such as innovation, environmental concerns, and drive for quality. It is important to mention that organizational attributes are more resistant in terms of competitive advantage than product attributes. Firstly, it is more difficult to imitate an organization with its people, programs, and values than a product. Then, since organizational values are more difficult to evaluate and communicate, it is difficult for competition to ensure they have overcome any gaps. It is relatively easy to demonstrate that one's product is better than the competition, but it is very hard to demonstrate that one's company is better than others. Finally, organizational attributes apply to several product classes. Therefore, if a competitor is present only in one product class, it is difficult for them to compete. Certain product attributes can be organized in one context and products in others. If we take for example quality, it can be a product attribute if it is related to a specific product or set of products. However, it can also be an organizational attribute if we consider the organization as a whole. A brand also needs to make an important decision about whether it should be focused on the global or the local market. The use of local strategy is not only linked to local companies. It is rather an embodiment of the local culture. There are plenty of US companies in Europe that have adopted this strategy such as GM with the Opel brand. The strategy is very effective because it provides a link to customers. The other option is to go global. Firstly, the global strategy provides longevity in terms of commitment to the brand's future. In addition, it shows the brand's prestige because it successfully competes in different markets (Aaker, 1996).

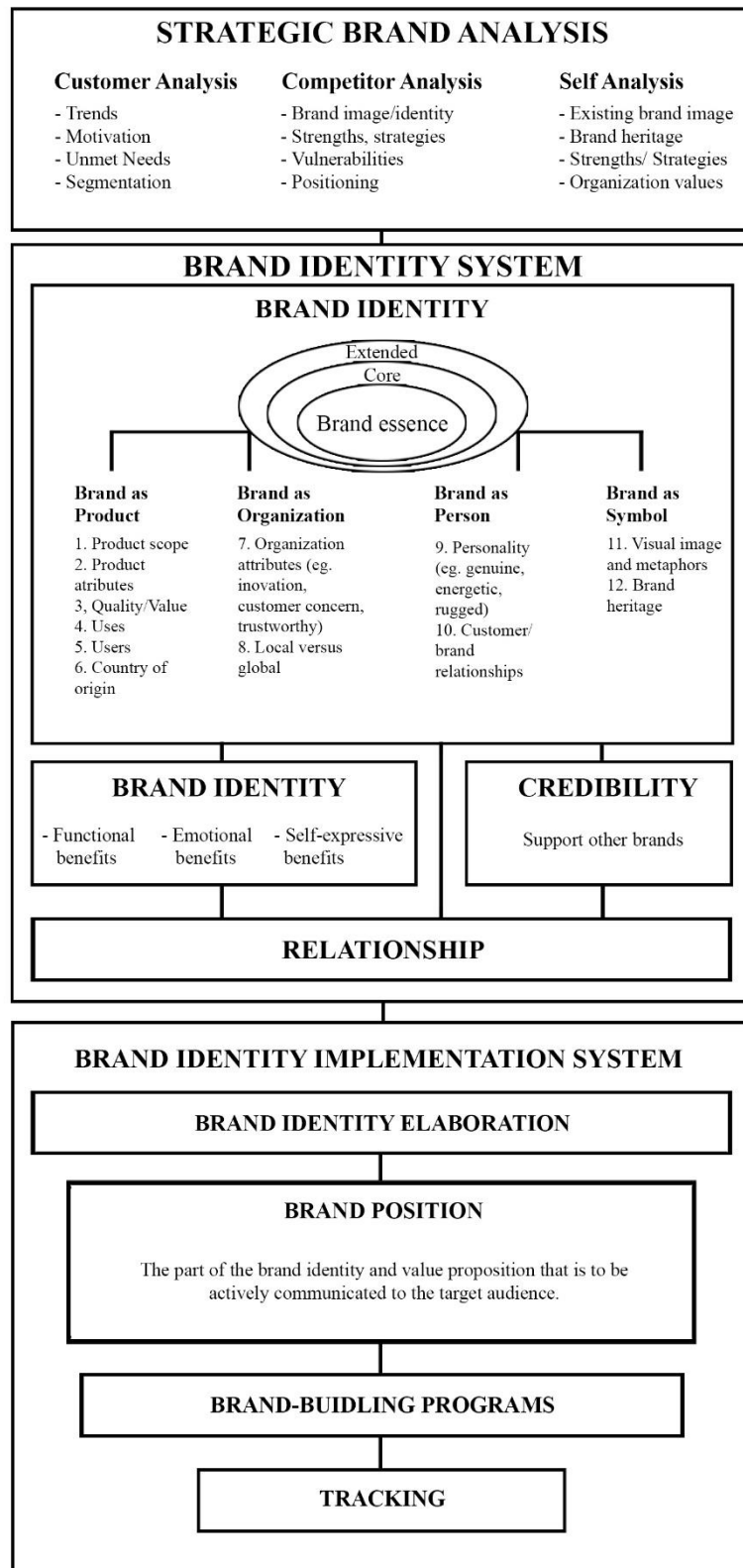
The brand-as-person perspective suggests that a brand can be like a person, i.e. it can be perceived as interesting, fun, intellectual, youthful, trustworthy, or impressive. Therefore, it creates a brand identity that is more interesting than the one based on product attributes. This brand identity perspective has two categories: personality and brand-customer relationship. There are different ways in which brand personality can help in creating a stronger brand. Firstly, it can help customers to express their personalities. For instance, Apple users might identify themselves as being creative, and casual. In addition, brand personality can be a basis for the relationship between customers and a brand. It is similar to how human personalities affect the relationship among people. Finally, a brand personality might help communicate product attributes, and therefore contribute to functional benefit. For example, Michelin has a brand personality of a strong, energetic man which suggests that Michelin tires are also strong and energetic (Aaker, 1996).

Finally, the brand-as-symbol perspectives provide structure and cohesion to brand identity which makes it easier for customers to recognize and recall a brand. Even though anything that represents a brand can be a symbol, three types are usually highlighted. Those three elements include visual imagery, metaphors, and brand heritage. Aaker (1996) grouped the

first two elements in the same category. Visual imagery can create strong and memorable brand associations. For example, the Mercedes-Benz symbol captures the brand identity of the company. It takes a glance to recognize their symbol. When symbols include metaphor, they are more meaningful in expressing functional, emotional, or self-expressive benefits. A very good example is Michael Jordan's leaping ability for the performance of a Nike. Finally, the essence of the brand can also be represented through meaningful heritage. Starbucks, for instance, has a link for the first coffeehouse in Seattle's Pike Place Market (Aaker, 1996).

Initially, Aaker (1996) proposed that brand identity structure consists of core identity and extended identity. The former represents the timeless essence of the brand. The core identity refers to the associations which remain when the brand enters a new market or introduces new products. If we take the example of Saturn, their core identity is treating customers as a friend with respect and world-class quality. The idea of a core brand is that it includes all the elements which make the brand unique and valuable. It provides credibility and contributes to the value proposition. When it comes to extended brand identity, it includes elements that provide texture and completeness. Therefore, it adds details that help explain what the brand stands for. Since the core identity does possess all information to convey brand identity, extended brand identity complements it. While core identity includes things like quality and relationship, extended identity includes elements such as product scope, experience, personality, slogan, committed employees, loyal users, or location (Aaker, 1996). Later, Aaker and Joachimsthaler (2000) proposed that the brand identity structure has an additional element: brand essence. This model is the one shown in Figure 2. It is developed to focus even more. It represents a single thought that captures the soul of the brand. Even though it is sometimes not necessary to develop brand essence, in other cases it might be a very powerful tool. Generally, brand essence has several characteristics. Firstly, it contributes to the value proposition and resonates with customers. Secondly, it differentiates a brand from the competition. Then, it should motivate employees and partners of the company. To be very effective, good brand essence statements need to have multiple interpretations. For example, the brand essence of Nike is 'Excelling'. It could refer to different things such as technology, top athletes, the track shoe heritage, and similar (Aaker & Joachimsthaler, 2000).

Figure 2: Brand identity planning model developed by Aaker



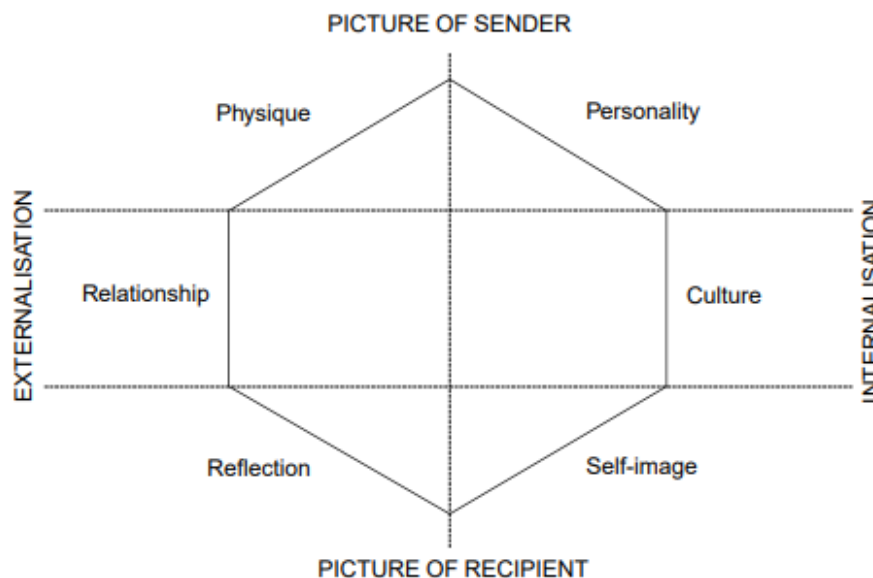
Source: Aaker & Joachimsthaler (2000).

### 1.3.2 Brand identity prism

Kapferer (1997) developed the brand identity prism even though there were many ad hoc lists of brand identity elements proposed in the brand literature with various items. The reason for such a diversity in the elements lies in the lack of a theoretical basis. Since many of these models are too analytical, it puts their users in a muddle (Kapferer, 2008).

The brand identity prism is presented by a hexagonal prism. It includes the following elements: physique, personality, relationship, culture, reflection, and self-image. The brand identity prism is presented in Figure 3. Each of the building blocks of this model will be explained below.

*Figure 3: Brand identity prism developed by Kapferer*



*Source: Kapferer (2008).*

First of all, brands need to have their physique – physical specificities and qualities. It refers to a combination of objective features which immediately come to mind when the brand is quoted, either salient or emerging ones. If we take a metaphor that the brand is a flower, then its stem is physique. There is no flower without its stem. Even though developing the physique of a brand is essential, it is not sufficient. Developing its physical aspect is the first step when developing any brand. This building block answers the following questions: What does it do? What does it look like? What is it concretely? It is also important to mention that the physical facet also represents brand qualities (Kapferer, 2008). Essentially, it is the brand's sensory and objective characteristics. Examples of physique include Ferrari – a red automobile, Toblerone – a chocolate bar in a triangular section with a yellow and red package, Levi's – pair of blue jeans, etc. (Chevalier & Mazzalovo, 2012).

Then, the brand also has a personality. Personality refers to what type of a person it would be if a brand were a human being. It primarily is the way a brand speaks of its product and services to customers. This has been the main focus of advertising since 1970. Brand personality was a prerequisite for any type of communication for numerous American agencies. This explains the idea that every brand needs to have a famous character who is going to represent it. Human personality traits that are relevant to brands are used to describe and measure brand personality (Kapferer, 2008). The existing measures of brand personality do not measure the brand personality. The current so-called brand personality scales combine all human traits applicable to brands under one umbrella term — 'personality,' thereby obliterating the distinctness of the components of brand identity, personality being only one of them. Therefore, this model returns the idea of brand personality to its original meaning of 'the unique set of human personality traits both applicable and relevant to brands' (Azoulay & Kapferer, 2003).

There is not a good brand without a brand culture. Culture is the core of a brand. There should be a company culture from which every product derives. In Kapferer's brand identity prism, culture is a set of values feeding the brand's inspiration. It should be the basis of the brand's aspiration power. A brand's outward signs, products, and communication are influenced by the basic principles of brand culture. Apple, for example, was a product of Californian culture. California symbolizes the new frontier, and Apple was interested in changing society rather than expanding geographically. It is also important to mention that countries of origin greatly influence culture. Brands such as Coca-Cola, IBM, and Nike stand for America. Some brands like Mars and Shell are worldwide brands. On the other hand, Canon denies its Japanese origin. Nevertheless, when customers are paying for these brands, they are not paying just for the cultural aspect, but for all six elements' values (Kapferer, 2008). Brands are part of the culture and hence bearers of ideas (beyond the notion of the country of origin images), which may influence how a brand is established and positioned. For example, American brands communicate a set of beliefs and lifestyles that have a lot to do with their country's worldwide reach and impact, but Japanese firms ignore such lifestyle positioning in favor of technological performance, limiting their equity and cultural influence (although this has changed in recent times with the export of Japanese pop culture) (Beverland, 2018). When it comes to differentiating brands, brand culture plays a crucial role. Brand culture shows the ethos whose values are embodied in the products and services of the brand. This is especially true for luxury brands because it embodies their fundamental ideals and core values (Kapferer, 2008).

The relationship is also an important part of a brand. This is since brands are often in the middle of transactions and exchanges between people. This is especially true for retailers and the service sector. Nike, for instance, suggests an unusual relationship with its customers based on provocation. They encourage their customers to let loose – Just do it. On the other hand, Apple tries to establish friendliness. The relationship aspect is especially important for services. Service is by definition a relationship. The relationship facet influences the mode

of conduct that identifies a brand the most. Therefore, it has some implications in terms of how the brand delivers the service, acts, and relates to its customers (Kapferer, 2008). A commonly shared characteristic of successful companies like Amazon and eBay is that they have surpassed their respectable technological competencies, and they have established long-term relationships and emotional bands with their customers. Relationship with customers is an essential part of building loyalty. In addition, it is important to mention that a long-term customer relationship provides a steady stream of revenue, which impacts the financial stability of the company. The value of the brand is measured in terms of the quality and strength of the relationship that the brand has with its customers (Nandan, 2005).

A brand also includes a customer reflection. Since brands communicate to their customers and launch products regularly, they will build over time a reflection or an image of the buyer or user. Therefore, when people are asked, for example, about their view on different car brands, they mention that they are for young people, fathers, and show-offs. Target and reflection are two concepts that are often used interchangeably. The target represents the potential customers or users of the product/service. On the other hand, customers should be reflected as they would like to be perceived as a result of consuming the brand. For example, dairy products which are positioned on fitness and lightness project a sporty young female customer reflection. However, these products are mainly bought by older people. This is since they would like to be perceived like that. The confusion between target and reflection is relatively frequent. Many managers require that their advertising show the target users as they are. However, customers don't want to be projected as they are, but rather as they wish to be as a result of consuming a brand. Customers use brands to build their own identities (Kapferer, 2008).

Finally, an important facet of the brand identity model is self-image. Reflection is the target's outward window. Self-image, on the other hand, is the target's internal window. Customers develop a certain type of relationship with their relationship to a brand and consumption of it. For example, many owners of Porsche buy a car to prove themselves that they can buy such a car. In addition, Lacoste's customers picture themselves as members of an elegant sports club, even though they usually do not practice any sports (Kapferer, 2008). Marketing professionals and consumer researchers alike are interested in learning more about how customers build brand views and buy intentions. Marketers may gain insight into the persuasiveness of their promotional messaging by analyzing the impact of self/product image congruence on customer product assessments. Promotions may be more effective if they establish and promote a product image that is consistent with the consumer's self-image (Graeff, 1996).

All of the aforementioned elements are interrelated, and they form a structured brand identity entity. This brand identity prism is based on the principle that brands only exist if they communicate. Therefore, we have a picture of the sender and a picture of the recipient in this model. When it comes to the picture of the sender, physique and personality are used to define the brand's sender. On the other hand, reflection and self-image are used to describe

the recipient. Relationships and culture are closing the gaps between senders and recipients. There are also vertical dimensions of the prism. Physique, relationship, and reflection represent the social facets that give the brand its outward expression. On the other hand, personality, culture, and self-image are elements that are incorporated within a brand, within its spirit (Kapferer, 2008).

## **2 CORPORATE BRAND MANAGEMENT**

Corporate brands, also known as master brands, are the ones that encompass all products and services that a company offers. In other words, it refers to the total offering of a company. The main benefit of a corporate brand is that it can benefit from the part brand in terms of associations. Therefore, it serves as an umbrella that encompasses the corporate values, vision, positioning, personality, and image. Moreover, it enables companies to achieve brand equity for some individual brands. It is important to mention that focusing on the corporate brand can add important value to any company since it fosters the implementation of a long-term vision and unique positioning in the market. (Kotler & Pfoertsch, 2006). A corporate brand is when the management of a company makes the attributes of the organization's identity known in the form of a defined branding proposition. It is the effort of a company to differentiate, communicate, and enhance key stakeholders. Moreover, a corporate brand requires commitment from all levels of an organization, including senior management and personnel. These types of brands generally have three types of virtues: communicate, differentiate and enhance (Balmer, 2001a). The communicate virtue refers to clear and consistent communication of the promise that is intrinsic to the corporate brand. Differentiates is the virtue when the corporate brand is differentiated from competitors. The enhance virtue is improving the esteem and loyalty of the customers, and other stakeholder groups towards the organization (Balmer, 2001b).

Corporate brands are different from product brands, person brands, and every other type of brand. Corporate brands differ from product brands because they encompass a wider range of associations. Compared to product brands, corporate brands can invoke associations to common benefits, attributes, people, relationships, and values of products and services. These associations, in turn, can have a great influence on brand equity and product market performance (Keller, 2013). Table 2 compares the differences between product brands and corporate brands (Balmer, 2001a).

*Table 2: A comparison between corporate and product brands*

	Product Brands	Corporate Brands
Management	Middle manager	CEO
Responsibility	Middle manager	All personnel
Cognate discipline(s)	Marketing	Strategy/multi-disciplinary
Communications mix	Marketing communicator	Total corporate communications
Focus	Mainly customer	Multiple, internal and external stakeholder groups and networks
Values	Mainly contrived	Those of founder(s) + mix of corporate + other sub-cultures

*Source: Balmer (2001a).*

Corporate branding refers to a process that is systematically planned and implemented to create and maintain a favorable reputation of the company as a whole in the market. The reputation of a company in the market is the ability of the company to meet the expectations of its stakeholders (Einwiller & Will, 2008). One of the reasons why companies switch from product branding to corporate branding is globalization (Aaker & Joachimsthaler, 2000). Therefore, it is very difficult to maintain product differentiation due to the homogenization of products and services, imitation of products by competition; and fragmentation of traditional markets. A corporate brand brings the attention, interest, and activity of stakeholders to a corporation. It attracts and places relevant stakeholders, constituents and audiences around recognizable values not only to differentiate the company but also to make a sense of belonging to the company (Hatch & Schultz, 2003).

There are multiple benefits of corporate branding. Firstly, it provides products and services with instant credibility and value which may not be possible with other types of branding. Moreover, corporate branding might also be cost-effective because it bridges product development costs to have a shorter product life cycle. This is done without quality compromise of products and services. In addition, corporate branding is the only tool to achieve consumer trust and value in today's competitive environment. For example, Apple has achieved this. They have a wide range of products that are associated with cutting-edge design and innovation (Rajagopal, 2007). Apple has managed to maintain its position as one of the most innovative companies in recent decades as well (Jenik, 2021).

Corporate brand management can be looked at from two perspectives. On the one hand, corporate brand management includes managing the company's brand architecture (Meiere, 2011). According to Aaker and Joachimsthaler (2000), brand architecture represents how brand team functions as a unit to create clarity, synergy, and leverage. Brand architecture is the concept introduced to the structure and organization of a brand portfolio. It is done by specifying the nature of relationships among brands, and different product-market contexts. In addition, brand architecture is achieved through specifying brand roles (Aaker &



Joachimsthaler, 2000). On the other hand, the formalization of corporate branding measures, procedures, and related activities to ensure the consistency of stakeholders' impressions is also known as corporate brand management. It is done to achieve efficient global communication of the corporate brand (Meiere, 2011).

Three issues arise in corporate brand management: corporate social responsibility, corporate image campaigns, and corporate name changes. When it comes to corporate social responsibility, it is believed that customer purchase decisions are influenced by the perception of the company in society. If the company treats its employees, local community, and stakeholders well; it is more likely that people will buy its products. Regarding corporate image campaigns, they are made in such a way that people make associations with the corporate brand, ignoring individual products and sub-brands. Finally, we will mention the corporate name changes. It should not be done unless there are valid reasons to do so. Names of companies usually change due to mergers or acquisitions, divestitures, leveraged buyouts, the sale of assets, to correct public misperceptions, significant shifts in corporate strategy, and to create a distance from a scandal (Keller, 2013).

Balmer (2012) has emphasized that the concept of a corporate brand is founded on the bi-directional links that exist between corporate identities and corporate brands. Corporate brands and corporate identities are tightly intertwined. Even though the corporate brand gives to stakeholders what is promised (surety), it is manifested through the firm's corporate identity (what is delivered) (Balmer, 2012). Since corporate brands and corporate identity are very linked, we will cover two commonly cited models of corporate brand identity in the following sections.

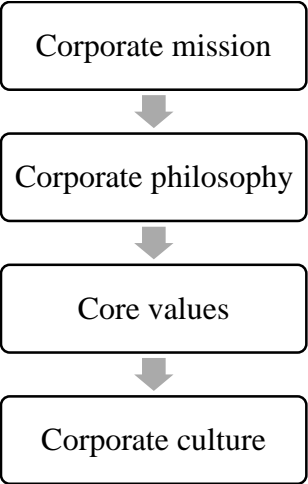
## **2.1 Ind's Model of Corporate Brand Identity: Strategic Corporate Identity**

This model is based on the strategic corporate model developed by Abbrat in 1989 in the paper 'A New Approach to the Corporate Image Management Process.' The model consists of corporate personality, corporate identity, and corporate image. The model of strategic corporate identity was further developed by Helen Joyce. She found in her study that the separation of corporate identity into communication aspects and personality/cultural attributes was artificial. Even though her contribution to the model was significant, she missed out on an important point: the organization's products and services which are determinants of both identity and corporate image. There is a clear link between products and services and corporate identity. An organization's products and services influence the organization's identity, while the identity, in turn, influences the nature of products (Ind, 1997).

The strategic corporate identity model has four building blocks: corporate mission, corporate philosophy, core values, and corporate culture. The model is presented in Figure 4. The model proposes that identity is formed from an organization's history, philosophy, beliefs, values, leaders, and strategies. Identity is the core of a company's existence, rather than

something cosmetic. Therefore, identity is something unique, derived from a shared experience of individuals over time. Identity is resistant to change over time, especially in well-established organizations. Identities do not change because basic assumptions which drive attitudes and behavior are unconscious and unquestioned. Collective experiences mandate that a specific way of doing things works. For instance, when a company has environmentalism as its core principle, it will not question every time it has to make a decision. Therefore, the principle will define the action. This phenomenon is very similar to a national cultural assumption which often gets awakened when we comfort other cultures (Ind, 1997).

Figure 4: Strategic corporate identity developed by Ind

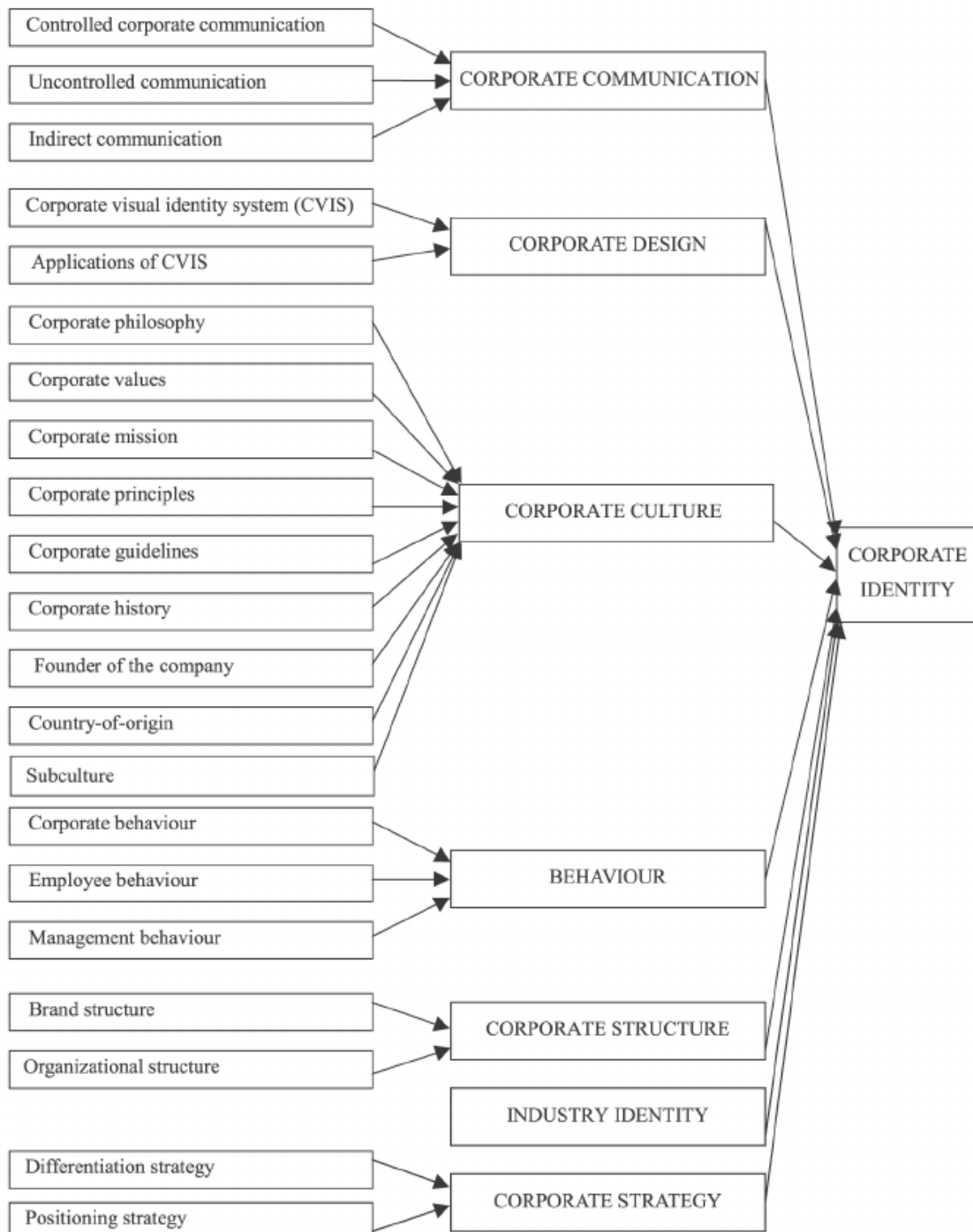


Source: Ind (1997).

**2.2 Melewar and Karaosmanoglu’s Model of Corporate Brand Identity: Corporate Identity**

This model of corporate identity builds on the model of Melewar and Jenkins (2002). According to the model, corporate brand identity has seven main dimensions: corporate communication, corporate design, corporate culture, behavior, corporate structure, industry identity, and corporate strategy. Each of these building blocks can be further categorized as illustrated in Figure 5 (Melewar & Karaosmanoglu, 2006).

Figure 5: Corporate identity model developed by Melewar & Karaosmanoglu



Source: Melewar & Karaosmanoglu (2006).

Corporate communication – Corporate communication refers to all ways in which the company communicates to its various stakeholders. Therefore, stakeholders' perspectives will be influenced by messages sent from the company, including everything that it produces and all activities in which it is involved. When it comes to corporate communication, there are three elements in this building block: controlled corporate communication, uncontrolled corporate communication, and indirect communication. Controlled communication refers to

the communication which is intentionally initiated by management to foster a relationship with stakeholders. This study shows that there is a strong consensus that controlled corporate communication is an important component of the overall corporate identity concept. When it comes to uncontrolled communication, it refers to situations when shareholders' perspectives are influenced unintentionally (Melewar & Karaosmanoglu, 2006). According to Balmer (1995), the organization's identity is communicated in some way by everything that a company does. Therefore, we can see the importance uncontrolled communication has in brand identity. It is important to also emphasize the relationship between a company's culture and communication. Corporate culture is generally communicated to stakeholders in certain forms. It is usually done through employees' behavior (Melewar & Karaosmanoglu, 2006).

Corporate design – When it comes to corporate design, it refers to a vast number of visual cues that are associated with a specific brand. The corporate design building block has two components: corporate visual identity system (CVIS) and application of CVIS. According to Dowling (1994), CVIS has five main elements: the organization's name, symbol, slogan, typography, and color. There are also other applications of CVIS which include advertising, packaging, clothing, giveaways, and promotions (Dowling, 1994). There are two fundamental purposes of visual identity. On the one hand, it supports corporate communication. On the other hand, it represents an organization's values and philosophy. An organization can influence its stakeholders including employees, customers, and investors through its visual identity (Baker & Balmer, 1997). According to Melewar and Karaosmanoglu (2006), design is an important part of brand identity. However, certain sub-elements are more important than others. Slogans are believed to be powerful because of their effect on stakeholders in terms of their perception of the organization. It is also noted that architecture and location play an important role in visual corporate identity. It is also becoming evident that websites are becoming the most popular medium for stakeholders to gather information about the company. Therefore, websites are very influential in shaping perceptions of the company.

Corporate culture - There are plenty of views on what constitutes a company culture. Peter and Waterman (1982) suggest that shared values are important when it comes to company culture and that employees are an essential part of the culture. According to the model, corporate culture consists of the following sub-components: corporate philosophy, corporate values, corporate mission, corporate principles, corporate guidelines, corporate history, founder of the company, and country-of-origin-subculture. The corporate philosophy is defined as the fundamental assumptions and values of a company which is created by the senior management (Melewar & Karaosmanoglu, 2006). When it comes to corporate values, they represent organizations' beliefs. Primarily, it includes rituals, ideologies, and language (Van Riel & Balmer, 1997). The mission is the basic reason for the existence of the company, and it has been considered the most important concept of corporate philosophy (Abratt, 1989). Basic corporate actions such as mission, values, and targets are influenced by

corporate principles. On the other hand, corporate guidelines serve the purpose of explaining the purpose of corporate principles to all levels of an organization. Regarding corporate history, it is a very important sub-component because a culture of an organization develops through interaction between people over time. The study also indicates that the founder of the company has been an important influence on corporate culture at some stage. It has been also noted that country of origin influences corporate culture. Therefore, there were certain associations with certain countries such as ‘German efficiency’ or ‘Japanese innovation’. Finally, the subculture component has developed because each employee will interpret the company’s communication and history differently which will lead to a certain degree of differentiation (Melewar & Karaosmanoglu, 2006).

Behavior - Behavior is one more important building block of brand identity which is fairly intangible. Behavior includes the following sub-components: corporate behavior, employee behavior, and management behavior. Corporate behavior includes both planned actions which are aligned with corporate culture and actions which happen rather spontaneously. The study shows that the behavior of top management can have a great impact on corporate identity. Top management is usually seen as a role model by lower management and employees. Finally, employee behavior is usually seen as a mirror of corporate behavior. It is usually represented in terms of how employee behavior influences customers and other stakeholders (Melewar & Karaosmanoglu, 2006).

Corporate structure - Corporate structure consists of organizational structure and brand structure. When it comes to brand structure, organizations develop such structures to differentiate themselves from competitors. To establish a brand identity in the marketplace and strengthen customer loyalty, it is essential to develop a strong brand (Douglas, Craig, & Nijssen, 2001). On the other hand, organizational structure refers to the organizational hierarchy, reporting responsibilities, and lines of communication. The consensus is that organizational structure is the product of corporate identity, rather than a component of it (Melewar & Karaosmanoglu, 2006).

Industry identity – Industry identity is related to characteristics to such as size, rates of change, competitiveness, and influence of corporate identity on a company (Balmer, 1997). Companies might develop similar brand identities with companies in the industry if the industry has a strong and clear identity. It is especially evident in the banking and oil industries how industry affects corporate identity. For example, a company in the oil industry might face criticism for environmental pollution (Melewar & Karaosmanoglu, 2006).

Corporate strategy – Corporate strategy refers to a company’s main objectives and strategies developed to compete in a particular market. Therefore, corporate strategy is all about what the company produces, the level of profit it makes, and how stakeholders perceive the company. There are two sub-elements of corporate strategy: differentiation strategy and positioning strategy. When it comes to a differentiation strategy, is related to a facet of the overall corporate strategy which is based on the strengths of a company, and how the

strengths are used to compete in the market. On the other hand, positioning strategy is all about the identity that the company wants to achieve. Companies position themselves to be different from competitors (Melewar & Karaosmanoglu, 2006).

### **3 INTERNAL MARKETING, INTERNAL BRANDING, AND EMPLOYER BRANDING**

We would firstly like to highlight the relationships between internal marketing, internal branding, and employer branding. Internal marketing refers to a multidisciplinary field of marketing that overlaps with multiple similar fields, whereas internal branding is frequently regarded as strategic on a larger scale. It would not be correct to think of internal branding as simply a continuation of internal marketing, or to consider internal branding as a successor of internal marketing. They are two different areas that drive each other forward reciprocally (Brown, 2021). However, internal marketing and internal branding both recognize the importance of internal aspects of marketing. Internal branding differs from internal marketing in that it does not focus on workers who have consumer interaction; instead, it encompasses all members of the firm (Ravens, 2012). On the other hand, the main purpose of employer branding is to show an attractive and positive image to current and potential employees (Backhaus, 2016). In the following sections, we will highlight the differences between internal marketing, internal branding, and employer branding.

#### **3.1 Internal Marketing**

Internal marketing refers to the work of hiring, educating, and encouraging capable personnel that desires to provide excellent customer service. Essentially, it is part of holistic marketing. It guarantees that everybody in the organization, especially top management, follows suitable marketing standards. It needs to be highlighted that marketing activities within the company are equally, or even more important, than the marketing activities directed towards external stakeholders. Unless staff can provide excellent service, it cannot be promised to customers. Internal marketing highlights the fact that marketing is no longer the responsibility of a single department, but rather of the company as a whole. To achieve customer goals, the whole company needs to work together. Only when engineering is responsible for designing the right products, finance is responsible for providing the right amount of funding, purchasing is responsible for purchasing the right materials, production is responsible for producing the right products in the right time frame, and accounting is responsible for measuring profitability in the right ways; it is possible to achieve the customer goal. Therefore, internal marketing is needed to communicate the vision and philosophy to employees across all departments (Kotler & Keller, 2012).

Internal Marketing has been conceptualized as a multidimensional concept. Gounaris (2006) has proposed that IM has three dimensions: to collect relevant regional market information, disseminate that information between employees and managers, and respond to that

information with an appropriate IM strategy. On the other hand, Rafiq and Ahmed (2000) suggest that there are five elements in IM. They suggest that five elements of internal marketing include: employee satisfaction and motivation, customer orientation and customer satisfaction, inter-functional coordination and integration, marketing like an approach to the above, and the implementation of corporate or functional strategies. However, there is no consensus on the number of dimensions of the IM concept.

A study on UK retail banks has discovered that internal marketing can ignite the corporate brand. Good IM strategy implementation can satisfy and motivate employees which will reflect on interactive marketing, and in the end corporate branding. In fact, in a highly competitive and homogeneous business, the IM approach is considered a precondition for providing high-quality customer service, which is seen as one of the most potent 'weapons' for generating corporate brand distinction and maintaining external consumers (Papasolomou & Vrontis, 2006b). Since employees have a great influence on brand identity, it is important that they consistently perform in a way that reinforces the identity of the brand (Papasolomou & Vrontis, 2006a). However, there is a lack of literature in terms of linking internal brand management to the brand identity concept. In addition, empirical evidence in this domain is also lacking or incomplete. Burmann, Zeplin, and Riley (2009) state that there is a discrepancy between individual employees' views and corporate cultures which is very relevant for internal branding. When there is a difference between company culture and employee personal views, and more particularly between the brand identity and employee self-understanding, there is a big challenge for the internal branding of the company (Burmann, Zeplin, & Riley, 2009).

Even though the internal marketing concept has been present for more than 25 years, it is not widely applied in practice mainly because there is no single unified concept of what internal marketing is. In the literature, three distinct yet interconnected strands have developed: an employee satisfaction phase, a customer orientation phase, and a strategy implementation/change management phase (Rafiq & Ahmed, 2000). We will discuss each of these phases in the following sections.

### 3.1.1 Internal marketing phase I: employee motivation and satisfaction

At the beginning of internal marketing development, the main focus was on employee satisfaction and motivation. This is completely expected since the roots of internal marketing lie in the endeavor to improve service quality. Compared to production, employees working in service exhibit inconsistencies in service quality. Therefore, the organizations focused their efforts to get employees to deliver high-quality service. This was a starting point to consider employee satisfaction as a parameter for customer satisfaction (Ahmed & Rafiq, 2002).

The term internal marketing seems to have been introduced by Leonard, James, and Marian in 1976 in their paper 'Improving retailer capability for effective consumerism response'.

Later, it has been also mentioned by researchers such as George R. William and Thomas W. Thompson, Leonard L. Berry, and Philip H. Davidson (Ahmed & Rafiq, 2002).

The main notion underlying the concept of internal marketing in this phase is that companies need to have satisfied employees to have satisfied customers. The main reason for this is the fact that these new methods of employee management can be linked to the fact that most of what customers buy in the marketing of services is labor or human acts of performance. As a result, attracting the finest employees, as well as retaining and motivating them, becomes vital. However, there are some issues with this conceptualization. To begin with, compared to the case of external marketing, the 'product' that workers are sold may be unwelcome or even have negative usefulness. Next, in contrast to external marketing, personnel are not likely to have a preference in the 'products' that they could select. Then, due to the contractual nature of work, personnel can, within the very last analysis, be 'forced' into accepting 'products' they do now no longer want. Finally, the financial costs of having satisfied workers might be high (Ahmed & Rafiq, 2002).

Nevertheless, employee motivation and satisfaction are still an important part of internal marketing. Multiple studies show that implementing IM has a positive influence on employee satisfaction and motivation. When it comes to employee satisfaction, studies show that IM has a positive influence on the banking sector (Al-Hawary, Al-Qudah, Abutayeh, Abutayeh, & Al-Zyadat, 2013; Ullah & Yasmin, 2013; Kanyurh, Bugandwa, & Akonkwa, 2016) and the same findings are in restaurants, nursing, hospitality, tourism (Huang & Rundle-Thiele, 2014; Gounaris S., 2008). On the other hand, research shows that there is a correlation between IM and employee motivation (Wali, 2013)

### 3.1.2 Internal marketing phase II: customer orientation

The second major step in the development of the internal marketing concept was done by Christian Gronroos. His idea was that employees need to be responsive to customer needs because they are directly involved in what he called interactive marketing. Compared to the previous milestone when it was sufficient that employees are satisfied and motivated to perform better, this approach introduced that they also need to be sales-oriented. The initial model was later upgraded to include marketing activities that will pursue the internal marketing activities. Therefore, these first two approaches are similar in the way that both stress importance of motivating employees, and both use marketing activities to do so (Ahmed & Rafiq, 2002).

Multiple studies show that internal marketing has a positive influence on customer orientation. Wu, Tsai, and Fu (2012) found that internal marketing activities have a positive influence on customer orientation and relationship marketing. Customer orientation and relationship marketing are heavily influenced by internal marketing, training, internal communication, and people management. In addition, Samman and Mohammed (2021) found also that there is a significant positive correlation between internal marketing and

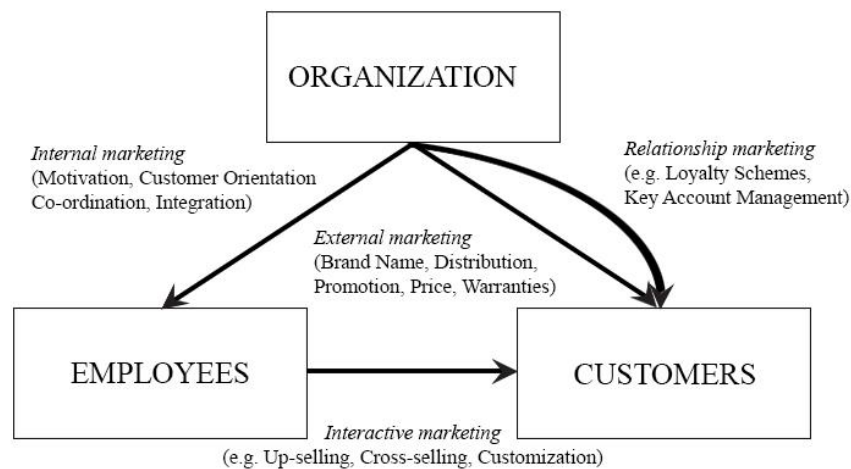


customer orientation. More specifically, internal communication, which is a part of internal marketing, proved to have a significant influence on customer orientation.

### 3.1.3 Internal marketing phase III: strategy implementation and change management

This phase is characterized by the work of multiple authors who recognized the role of internal marketing as a vehicle for implementing strategy. Firstly, this approach was applied to the context of services, but later it was discovered that techniques of external marketing could be applied internally as well. In general, it has been discovered in this phase that inter-functional conflicts need to be overcome and better internal communication needs to be achieved to implement strategies effectively. Therefore, internal marketing was advocated as a general tool to implement strategies whether they are internal or external. IM has been recognized as a mechanism to overcome departmental and inter-functional friction, and resistance to change. The implication of IM has widened to all types of organizations, not just services. Figure 6 shows the relationship between internal marketing, interactive marketing, external marketing, and relationship marketing (Ahmed & Rafiq, 2002).

*Figure 6: The relationship between different types of marketing*



*Source: Ahmed & Rafiq (2002).*

Ahmed and Rafiq (1995) state that we can use marketing-like techniques and approaches for internal marketing. They state that to aid strategy implementation, concepts and frameworks that are critical for success in the external marketplace should also be employed in the internal context as well. Therefore, a combination of external and internal marketing focus is critical for strategy implementation. On the other hand, Finney and Scherrebeck-Hansen (2010) have found that internal marketing is linked to change management in the case of re-branding. IM plays an important role in managing the change in an organization.

### **3.2 Internal Branding**

Employees need an internal theme towards which they can tailor their behavior so that it is consistent with organizational and consumer expectations. If there is no such theme, employees might be directionless in knowing how, and when to whom to direct their energy. Although there is no universal definition of the concept, internal brand management refers to inspiring employees to deliver the brand promise. It makes employees feel appreciated and respected in their work environment. As a result, properly managing workers' experiences within their organization is a critical component of controlling a customer's experience with a brand and their subsequent views. It is stated that the successful implementation of internal brand management brings a competitive advantage to companies (King & Grace, 2008).

Compared to the other types of branding which have a focus on the external stakeholders, internal branding has its primary focus on the internal elements, namely current employees. However, because individual workers are responsible for delivering the corporate brand promise, each service interaction may result in variation in the corporate brand experience. This applies not just to contacts between front-line employees and current and future customers, but also interactions between front-line employees and back-office employees (Foster, Punjaisri, & Cheng, 2010). Drake, Gulman, and Robers (2005) state that internal branding is implemented through the practice of internal marketing. The review of relevant literature in internal marketing shows that training employees is not the only important activity. Other HR practices like recruiting, rewarding, and retaining employees are critical (Foster, Punjaisri, & Cheng, 2010).

Only in the last decade has internal branding risen to prominence. Although this prominence is strongly linked to a rise in corporate branding awareness, it is worth noting that the internal branding literature lags much behind the larger corporate branding literature. Internal branding appears to be a late response in the corporate branding domain that it may be an important component in building company brands. It might be a major factor in effective brand management and success to get the employees on board with the board. There is no direct explanation for why there is such a long gap in developing internal branding. Most probably, it is due to the overall development of marketing discipline, from a management-centric to a customer-centric approach (Merrilees, 2016).

There are three elements of internal branding that stem from definitions and descriptions of internal branding literature. The first element is dedicated workers' expression of brand values to customers. The realization of the brand promise conveyed to the internal and external market is the second factor. The third factor is the significance of multi-direction, which means that internal branding must be implemented at all levels of the business to harmonize management and employee behavior and values (Mahnert & Torres, 2007).

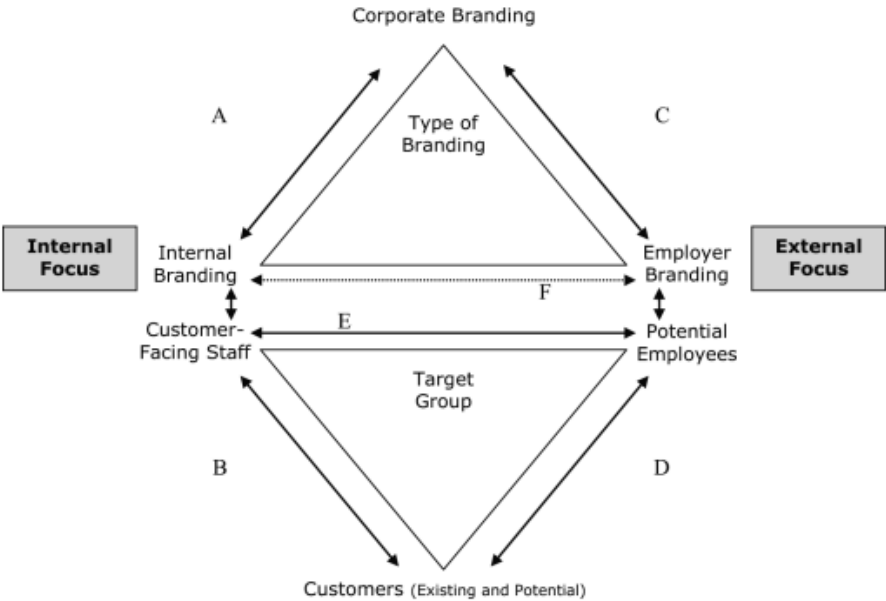
Seven factors influence the success and failure of internal branding. The first factor that exerts influence on the internal branding process is the organization itself. When it comes to the organization, given the vastness and intangibility of many of these characteristics, it is impossible to modify or even influence them at all at the organizational level. The second factor is information. Internal branding initiatives' efficacy and overall success are reliant on a thorough knowledge and awareness of the organization's internal and external environments. The third factor, management is an important factor in internal branding. This factor primarily refers to the degree and way in which management supports the implementation of internal branding. Fourth, communication is also an important factor. It is crucial because it needs to be available to anyone in the organization. However, attention needs to be paid to avoiding overload by exposing individuals to too much information. Fifth, strategy is a factor that influences the success and failure of internal branding. All of an organization's strategies and programs should be in sync, including the internal (or external) brand's alignment with the company's goals. The sixth important factor is the organization's staff. It refers to motivating, recruiting, and rewarding employees. Finally, the need for a seventh dimension, which is concerned with staff and management education, derives from the preceding six dimensions (Mahnert & Torres, 2007).

### **3.3 Employer Branding**

Employer brand is a generalized recognition among key stakeholders for offering a high-quality work experience, as well as a distinct organizational identity that employees respect, interact with, and are proud to promote to others. It is the process through which marketing and marketing process, on the one hand, and HR techniques, on the other hand, is applied to establish an employer brand. Strong employer brands attract, employ and keep high-quality people which bring innovation (Martin, Gollan, & Grigg, 2011). The main purpose of employer branding is to show an attractive and positive image to current and potential employees. One of the reputational elements that contribute to competitive advantage is employer branding (Backhaus, 2016). On the one hand, to optimize its efficacy, or influence on these target groups, the employer brand must be targeted as specifically as possible at the labor market's target groups. Employer branding, on the other hand, must be compatible with the overarching company brand and, in particular, with brand management aimed toward the sales market. This is the only method to create a consistent brand image across all internal and external brand communications, which is a requirement for effective brand management. Employer branding may be thought of as a subset of corporate branding from a scientific standpoint because the corporation is generally the focal point for brand management in the labor market. While employer branding is focused on the values and needs of new and present workers, corporate branding is characterized by a focus on the company's whole reference group. Investors, interest groups, the general public, and suppliers, in addition to customers and existing and future workers, are recipients and users of brand messaging (Sponheuer, 2010).

While internal branding is focused on current employees to deliver the brand promise, companies have recognized hiring people whose values fit with the organization as a part of the corporate management process (Ind, 1998). This is achieved through developing an employer brand. Foster, Punjaisri, and Cheng (2010) developed a model to show the relationship between corporate, internal, and employer branding. In addition, the framework highlights the importance of different stakeholders including current and potential employees and customers. It is shown in Figure 7. The model shows that corporate branding refers to the overall promise of the management. Employer branding and Internal branding support this process. Internal branding focuses on the internal elements, while employer branding is focused on external elements, namely potential employees. Customers who contact an organization's customer-facing personnel (B) may build an impression of the organization as a place to work, i.e. the employer brand, based on these interactions, which may eventually encourage them to join/not join the organization (E). Once hired, they may become customer-facing employees and be exposed to corporate branding initiatives (E). The model also implies that employer and internal branding activities should precisely and consistently articulate what the organization can offer its employees and customers (potential and existing) based on its culture and values, emphasizing the need for an integrated framework spanning human resources and marketing (Foster, Punjaisri, & Cheng, 2010).

Figure 7: The relationship between internal, employer, and corporate branding



Source: Foster, Punjaisri, & Cheng (2010).

In addition to identifying employer brands, the literature on this topic looks at the employer branding process, which includes creating an employment value proposition and promoting it both externally and internally. The employer branding process has two goals: one is to differentiate the employer in the job market, and the other is to sustain employee engagement with the firm by creating a sense of oneness with the brand. Over the last ten years, the most

active field of employer branding research has concentrated on external branding for the aim of staff recruiting. The purpose of the employer is to build good employer brand connections among the target audience. Internal employer branding, often known as internal marketing, is a crucial component of the employer branding framework. Employer branding influences employee impressions of the organization's identity and culture, resulting in employee brand loyalty and, eventually, staff productivity (Backhaus, 2016).

## **4 EMPIRICAL RESEARCH ON THE EFFECT OF BRAND IDENTITY FOR EMPLOYEES IN BOSNIA AND HERZEGOVINA**

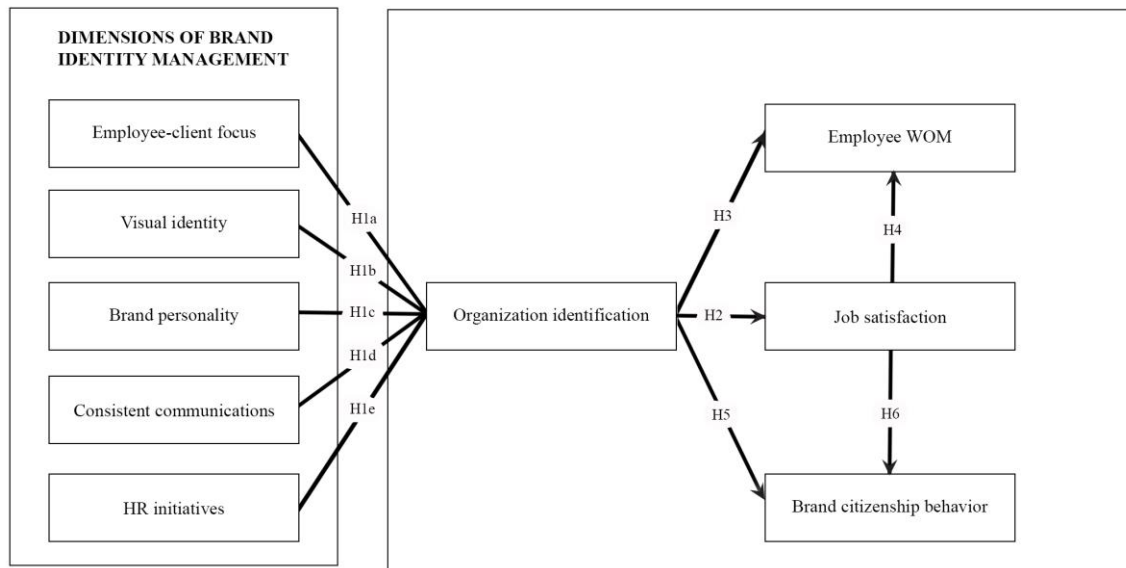
### **4.1 Hypotheses and Research Questions**

The purpose of this research is to explore the impact of brand identity management on employees, their organizational identification, WOM, job satisfaction, and brand citizenship behavior. The plan is to explore employees in Bosnia and Herzegovina across different industries. There are multiple reasons why Bosnia is chosen for the research, but mainly since there is not much research done on the topic. Moreover, since I live in Bosnia, I was able to reach employees in this area, and there is no language barrier. In addition, according to the World Bank, Bosnia has a young economy that has embarked on a new growth model after a slow growth period (The World Bank, n.d.). Therefore, it is a very interesting area to explore. The research goals are the following:

- To assess whether brand identity elements have an impact on organizational identification
- To assess whether organizational identification affects job satisfaction and WOM
- To assess whether job satisfaction affects WOM
- To assess whether organizational identification and job satisfaction have a positive effect on brand citizenship behavior

Bravo, Buil, de Chernatony, and Martínez (2017a) developed a model which analyses the impact of brand identity management on employees' behaviors and attitudes. The model is used to analyze the aspects of employee and client focus, visual identity, brand personality, consistent communication and human resource initiatives, and their effects on employees' organizational identification. Moreover, the model is used to explore how organizational identification impacts job satisfaction. In addition, it explores the effects of organizational identification and job satisfaction on employees' brand citizenship behavior and WOM (Bravo, Buil, de Chernatony, & Martínez, 2017a). The model is shown in Figure 8.

Figure 8: Brand identity influences employees' attitudes and behaviors model



Source: Bravo, Buil, de Chernatony, & Martínez (2017a).

Organizational identification can be described as oneness with or belonging to a group, involving a direct or indirect experience of the group's accomplishments and setbacks. According to social identity theory, an individual's identity is shaped in part through prominent group affiliations. Even in the absence of strong leadership or member interdependency, interaction, or cohesiveness, group identification and partiality are common. Although it may be encouraged by even random assignment to a group, identification is connected with groups that are unique, prestigious, and in rivalry with, or at least aware of, other groups (Ashforth & Mael, 1989).

We call this cognitive link organizational identification when a person's self-concept shares the same features as the perceived organizational identity. The degree to which a member identifies himself or herself using the same traits that he or she feels characterize the organization is known as organizational identification. When the 3M salesperson promotes himself as inventive and successful, he is expressing his corporate affiliation. When a person is strongly identified with an organization, (1) his or her identity as a member of the organization is more important than alternative identities, and (2) his or her self-concept shares many of the same characteristics that he or she believes define the organization as a social group, the person is said to be strongly identified with the organization (Dutton, Dukerich, & Harquail, 1994). Experimental research shows that there is a relationship between the social identity process and performance on simple tasks, i.e. tasks where performance is highly dependent on motivation. On the other hand, complex tasks, i.e. tasks less dependent on motivation, can be only contingent on social identity processes to the

degree that the person has the necessary knowledge and skills to render performance on the task primarily an issue of motivation (Knippenberg, 2000).

Brand identity management plays a crucial role in developing employees' identification with an organization (Johansson & Carlson, 2015). Research shows that the effects of corporate identity management on employees' behavior are primarily indirect through organizational identification (Bravo, Matute, & Pina, 2015). The several variables that make up the brand identity management analysis may have an impact on workers' identification with the company. Internal branding, according to the research, aids management in improving employee brand identification, commitment, and loyalty. Furthermore, this study provides empirical proof that internal branding has an impact on employees' on-brand behavior. Management is urged to engage with employees regularly and teach them about the company's unique and distinctive brand values, which should be reflected in everyday activities such as brand standards. This will assist them in fulfilling the brand promise. As a result, this study emphasizes the relevance of internal branding in aligning workers' attitudes and behaviors with the brand's values. Customers' brand experiences will be less variable as a result of this (Punjaisri, Wilson, & Evanschitzky, 2009a). External factors like visual identity and business communications, on the other hand, may have a significant effect. These qualities assist workers to absorb and identify with the corporate brand, as well as presenting and representing the brand to stakeholders (Bhattacharya & Sen, 2003).

Internal marketing and branding activities that involve communicating brand identity to employees and training employees are an important part of corporate identity management. Certain parts of company identity may be handled internally, and doing so has both strategic and tactical advantages. By cultivating distinct company qualities and habits, a CIM program strategically complements marketing operations. Tactically, this entails the methodical execution and management of a variety of aspects that influence the views of the organization's audiences. All businesses, from those seeking to regulate the CIM dimensions for the first time to those that have created advanced CIM processes, require continuing management and monitoring of these concerns. The desire for control is heightened in service firms since employees are typically vital to the company brand and its delivery. When workers get positive, unique, and durable images, their commitment to the organization is enhanced, and organizational identity arises (Simões, Dibb, & Fisk, 2005). The study on corporate social responsibility influence on firm performance and interface of marketing in terms of CIM shed light on the importance of mission and vision dissemination, visual identity and consistent image implementation have on organizational identification. It emphasizes CIM's importance in establishing high levels of corporate image attractiveness, demonstrating CIM's potential to produce a competitive advantage and improve overall business performance. Furthermore, it contributes to our understanding of how and when CSR influences corporate image attractiveness, company-stakeholder identification, and organizational success by demonstrating that CSR effects on the relationship between CIM, external image and identity, and firm performance vary depending on firm size, industry,

and marketing budgets, which appear to be the moderation effect's boundary conditions (Arendt & Brettel, 2010). Internal branding that coordinates training and internal communications have a beneficial influence on workers' brand identification, brand commitment, and brand loyalty, according to research in the hotel sector. Internal branding was determined to have the greatest impact on employees' brand identification. This research backs up prior findings that internal branding has varying degrees of influence on how workers identify with, commit to, and are loyal to the company. Furthermore, this study presents empirical evidence that internal branding has varying degrees of effect on the amount to which workers behave in ways that are compatible with the brand promise's delivery (Punjaisri, Evanschitzky, & Wilson, 2009b). Additional studies have also supported this thesis that internal branding enhances management in improving employees' brand identification, loyalty, and commitment (Punjaisri, Wilson, & Evanschitzky, 2009a).

Mitki, Herstein, and Jaffe (2007) investigated the processes and activities involved in developing and executing brand identity design adjustments. They emphasized the importance of issues such as employee-client focus and human resource efforts in the process of developing a brand identity. As a result, they suggested that the first step be to examine how workers and clients perceive a bank's identity. This aids in identifying discrepancies between the real and desired brand identity. Second, the management team should research the company's financial outcomes throughout time, as well as investigate and learn about the company's rivals' activities, growth, and service characteristics. A rigorous training program, as well as frequent monitoring of employee performance, is required as part of the brand identity construction process to guarantee that staff has integrated the new corporate identity. This should aid employees in internalizing brand values and, as a result, inspire employees to identify with their bank (Mitki, Herstein, & Jaffe, 2007).

It is important to analyze brand communications, brand personality, and visual identity dimensions in terms of employees' identification with a company. A study on corporate social responsibility during financial crises reveals that companies should put more effort into communication activities during these times. Such communications, create value and provide benefits both internally and externally. Externally, institutions emphasize reputation, brand value, trust, and client loyalty from the outside. In this sense, managers believe that, while CSR is not yet a buying criterion in and of itself, it is part of a larger customer vision of what a firm should be. Internally, managers frequently report on employee happiness, involvement, and identification with the firm (Pérez & Bosque, 2012). When it comes to visual identity, Daffey and Abratt (2002) suggest that corporate identity should be applied with absolute rigidity. This needs to be done to achieve a single visual presence. In addition, this paper suggests that employees must represent the brand. They are the most tangible aspects of the brand, when marketing promises something to the customers, employees are the ones who need to fulfill the expectation. Employees are the ones who interact with the client and are ultimately the moment of truth (Daffey & Abratt, 2002). Listening to all of the company's essential stakeholders ensures that the values will be recognized by both



management and employees. This refers to the importance of employee-client focus in identification with a company. In his paper on brand engagement and brand experience, Alloza (2008) emphasizes the importance of developing a single 'language' for the brand that expresses the values that define the company's corporate identity (visual identity, points of sale, 'look & feel,' corporate and commercial advertising, merchandising, and so on) with authenticity, visibility, capacity to remember, and emotional appeal. It also relates to how this brand language is used both internally and outside. Therefore, it sheds light on the importance of visual identity, communication, and brand personality (Alloza, 2008). Similar findings by Bravo, Matute, and Pina (2016) support this evidence. Brand personality is the second most significant variable in influencing employee outcomes, according to the researchers. This component relates to the acceptability of the associations that define the business brand's personality. Because of its nature, this component is inextricably linked to the idea of attractiveness of identity. The brand personality is made up of the same connections that make up the overall brand image. This characteristic mostly influences the employee's perception of the identity's attractiveness. The impacts of visual identity dimensions and consistent messaging are also focused on identity attraction. These parts of CIM are crucial in establishing a positive image of the organization (Bravo, Matute, & Pina, 2016). All of these dimensions of brand identity influence employees' organizational identification. Therefore, based on this, the first hypothesis is postulated:

H1: Employees' perceptions of (a) an employee-client focus, (b) visual identity, (c) brand personality, (d) consistent communications, and (e) human resources initiatives have positive effects on organizational identification.

According to research on social alliances, social alliances may be a significant way for employees to connect more deeply with their employers while also feeling more entire and integrated. Job satisfaction, organizational commitment, and desirable work-related behaviors, such as intraorganizational collaboration, the greater effort put on behalf of the organization, and improved retention, can all be influenced by a high level of organizational identification (Berger, Cunningham, & Drumwright, 2006). A study on turnover, organizational identification, and job satisfaction reveals that organizational identification is certainly linked to turnover intentions and that this impact is driven by the considerable influence of organizational identification on job satisfaction. Therefore, companies that foster identification should not only achieve a direct reduction in turnover but also achieve greater job satisfaction (Van Dick et al., 2004). Job satisfaction is a pleasurable emotional state that arises from evaluating one's job as attaining or facilitating the attainment of one's job values. It's a product of the perceived link between what you want out of your job and what you think it offers or entails. The causes of job satisfaction are not found exclusively in the job or the individual, but rather in the interaction between the two. Employees' attitudes regarding their jobs and duties may be influenced by elements like pay, coworker and supervisor relationships, nature of work, autonomy, and so on (Locke, 1969). Job satisfaction might be influenced by how people interpret their jobs. On the one hand, these

interpretations might be influenced by their personalities. This is a subjective interpretation of how a person understands the objective circumstances of their job. These are descriptive interpretations through affective attitudes and cognitive evaluative processes. On the other hand, interpretations of job satisfaction might be influenced by objective job circumstances. Objective job circumstances refer to the facets of the job that exist external to the mind of a person whose job satisfaction is of interest. It might refer to pay, working hours, the repetitiveness of tasks, the status that the job brings, quality, and some social interactions (Brief, 1998). When it comes to managing their staff, one of the most challenging areas for today's managers is job satisfaction. Many studies have shown that job satisfaction has a disproportionately high influence on employee motivation, with motivation having an impact on productivity and, as a result, on corporate performance. The employee's impressions regarding the nature of his work have a significant influence on his overall job happiness (Aziri, 2011).

Employees who identify with their organizations feel better about themselves as members of the organization as well as the qualities of their work. Even in difficult working conditions (e.g., low pay, salary cutbacks, etc.), employees who score well on organizational identification are more likely to find the situation tolerable (Van Dick et al., 2004). This is also reinforced by research that shows that a good organizational culture enhances marketing personnel's desire to stay with their companies. Increased value-goal congruence between workers and organizations appears to be the major strategy for enhancing marketing staff retention through organizational culture. Employees will feel better about themselves and the job they are doing if they identify with an organization that has positive traits. They will be satisfied with and inspired to perform in their job (Wheeler, Richey, Tokkman, & Sablynski, 2006). Therefore, the second hypothesis is proposed:

H2: Organisational identification has a positive effect on job satisfaction.

Organizational identification may result in employees' propensity to propagate the positive word of mouth. Employees who understand how to deliver the brand promise (role clarity) and have a kind of devotion to the organization (brand commitment) will get organizational advantages through their attitudes and behavior as a consequence of internal brand management activities. Positive employee intentions, as evaluated by their degree of happiness and willingness to stay with the company, will be expressed by them. There are also positive employee activities, such as "going above and beyond the call of duty" and speaking positively about the company to others (WOM) (King & Grace, 2010). Word of mouth refers to personal informal communication between people concerning the evaluation of goods and services rather than formal complaints that are addressed to a firm or its personnel (Anderson, 1998). Word of mouth (WOM) is highly significant for services, especially in cases where the client and individual service providers have built a connection. The most creditable approach to driving new business for organizations is word-of-mouth communication from a current client to a potential customer. These referrals may be fostered in service contexts by cultivating interpersonal ties between personnel and consumers. These

relationships are certainly highly connected with WOM behavior, according to the study (Gremler, Gwinner, & Brown, 2001). Recently, a new term staff word-of-mouth has been used. Staff word-of-mouth (SWOM) is the process through which current and past workers share information and views about the company with their social networks. The SWOM approach was chosen because it understands the complexities of job seeker information searches, in which potential workers would begin contact with current and past employees (Keeling, McGoldrick, & Sadhu, 2013).

According to the findings of research on consumer-brand identification, brands play a vital part in consumers' daily lives and may even impact the creation of an individual's identity. The findings imply that by concentrating on aspects that drive consumer-brand identification, brand managers may accomplish several critical and desirable outcomes, including customers' commitment and readiness to produce positive WOM. In other words, identification with a brand has a positive impact on word of mouth (Tuškej, Golob, & Podnar, 2013). Encouragement of identification might be a good staff retention strategy as well as a good customer retention strategy, depending on the circumstances. More significantly, identifying with a brand raises the possibility of dialogues that promote the company to other consumers (Bhattacharya & Sen, 2003). Ahearne and Bhattacharya (2005) have also found that customers do identify with organizations, and this identification has powerful, positive repercussions for both in-role (e.g., product usage) and extra-role (e.g., word-of-mouth) behaviors (Ahearne, Bhattacharya, & Gruen, 2005). Marketing employees' impressions of organizational culture improve as a result of a stronger corporate brand identification, which improves their desire to stay with the company. Understanding these connections could aid brand managers in strengthening and transmitting their company's brand to customers and potential marketing workers by utilizing existing employees as "word-of-mouth" advertising. Practitioners have many methods at their disposal to assist organizations in improving their organizational culture; also, practitioners may assist organizations in improving their internal corporate brand identity. That is, practitioners may assist organizations in increasing their marketing workers' impression that they work for a company with a strong brand identity by using formalized procedures. Employees at an organization with a strong organizational culture might function as the organization's "disciples," spreading the organization's image through word-of-mouth (Wheeler, Richey, Tokkman, & Sablynski, 2006).

In addition to organizational identification, job satisfaction positively affects word of mouth. Moreover, customer commitment is partially mediated through the influence of satisfaction on positive WOM (Brown, Barry, Dacin, & Gunst, 2005). Lages (2012) found in a study on employees' external representation of their workplace that job satisfaction plays a crucial role in influencing behavior. Job satisfaction, a desire to assist job searchers in finding good-fitting positions, a want to assist the company in finding good-fitting personnel, and rewards all played a role in positive employee referrals (Hoye, 2013). Moreover, a study in the banking industry showed that job satisfaction has a significant positive effect on employee

word of mouth (Haghighikhah, Khadang, & Arabi, 2016). In addition, a study on word-of-mouth effects on professional services buyer behavior reveals that output WOM (post-purchase WOM to third parties) is influenced by job satisfaction (File, Cermak, & Prince, 2006). Based on the literature reviewed, the following hypotheses are proposed:

H3: Organisational identification has a positive effect on employees' WOM.

H4: Job satisfaction has a positive effect on employees' WOM.

Brand citizenship is a valuable organizational advantage that may be derived from both organizational identification and work satisfaction. The distinction between organizational citizenship behavior and brand citizenship behavior is critical. Organizational citizenship behavior refers to individual voluntary behaviors outside of role expectations (non-enforceable functional extra-role behaviors) that are not directly or openly recognized by the formal incentive system but, in aggregate, improve the organization's performance (Burmam & Zeplin, 2005). It has been also described as an individual action that is discretionary, not immediately or explicitly acknowledged by the formal incentive system, and in aggregate improves the efficient and successful operation of the. This concept dates back at least 70 years and has its origins in influential theories of an organization (Organ, Podsakoff, & MacKenzie, 2006). Brand citizenship behavior, on the other hand, encompasses not only the brand-oriented aspects of organizational citizenship behavior but also extends beyond the scope of organizational citizenship behavior to include externally targeted behaviors, whereas organizational citizenship behavior is generally thought to be intraorganizational (Burmam & Zeplin, 2005). Employee behaviors that are non-prescribed or "outside the norm" yet congruent with the organization's brand values, resulting in beneficial organizational outcomes, are referred to as brand citizenship behavior. Organizational socialization has been shown to affect brand citizenship behavior, according to research. Employees who are brand-aligned, as seen by their dedication to the brand and display of brand citizenship behavior, are the outcome of effective internal brand management procedures (King & Grace, 2012). Brand citizenship behavior (BCB) differs greatly from organizational citizenship behavior (OCB). BCB is not only a part of OCB, but it also extends beyond it. This is because BCB also considers externally targeted behaviors like improving the quality of the brand-customer relationship (satisfaction, loyalty, and retention) (Shaari, Salleh, & Hussin, 2012).

Riketta (2005) found that organizational identification has a positive impact on the motivation of employees. This study also stresses that organizational identification is an important factor of job involvement because it produces intrinsic motivation (Riketta, 2005). Similar findings are supported by the study of Van Dick et al. (2008). All human interactions, according to the social exchange theory, are created through subjective cost-benefit analysis and evaluation of alternatives. They aren't very scarce, but some people won't be able to grab both at the same time. Because the rewards are alternatives, it's analogous to the economic premise that the cost of one course of action is the same as the value of an option foregone,

i.e. Profit = Reward – Cost (Homans, 1958). The notion of justice underpins social exchange. There should be a standard of fairness that governs all interactions. That is, whether examined in the context of a larger network or in comparison to third and fourth parties, the trade must be considered fair. It entails each person comparing his or her reward to that of others who have worked with this person and what they earned for the same or comparable contribution (Searle, 1990). Employees who believe they are treated properly are more inclined to participate in organizational citizenship activities to preserve a balance between them and the organization; those who believe they are treated unfairly are less likely to do so. Cognitive elements, rather than emotive variables, are said to impact controlled and purposeful action, according to this viewpoint. Furthermore, the link between organizational citizenship activity and work satisfaction shows that employees in a good mood are more likely to assist others (Lee & Allen, 2002). As a consequence, employees who strongly identify with their firm will have a more positive attitude about their work, which may lead to a higher appreciation of the company's efforts on their behalf. As a result, they may be more likely to go above and beyond their work requirements in terms of effort and behavior as stated by Isen and Baron (in Bravo, Buil, de Chernatony, & Martínez, 2017a). Individual identification appears to be intimately connected to organizational citizenship behavior, according to studies, and companies should pay particular attention to the factors that enable identification. Perhaps particular socialization tactics are more or less effective in fostering general organizational identification – and hence have an impact on civic performance. Employees who identify more with their company, however, are more organically driven to participate in OCB (Van Dick, Grojean, Christ, & Wieseke, 2006). The research shows that staff service performance, as well as consumer identification, have a significant influence on the favorable association between service orientation and customers. Furthermore, employees who are happy in their jobs are more inclined to adopt and live the company's brand values (Wu, Liang, Wei, & Chang, 2008). Multiple studies (Organ, 1988; Murphy, Athanasou, & King, 2002; Riketta, 2008) show that job satisfaction is correlated with the behaviors that employees exert. Based on this, we postulate the following hypotheses:

H5: Organizational identification has a positive effect on employees' brand citizenship behavior.

H6: Job satisfaction has a positive effect on employees' brand citizenship behavior.

## **4.2 Methodology**

As mentioned before, we have used the model from Bravo, Buil, de Chernatony, and Martínez (2017a) in this study. The scale composition of the model is listed in Appendix 2. This research aims to explore the influence of brand identity on employees' behaviors and attitudes.

The questionnaire is divided into sections so that each section contains multiple statements regarding the variable. The first section contains five statements regarding how employees

perceive the employee-client focus of the company. Then, the second section contains three statements regarding the perception of visual identity. Next, the third section has three statements about brand personality. The fourth section contains two statements regarding the communication of the company. The fifth section has two statements that have the goal to explore perceptions of the human resource initiatives of the company. Next, the sixth section has three statements about organizational identification. The following section contains three statements that explore the job satisfaction of the respondent. Then, the eighth section explores WOM through four statements. Finally, the ninth section has six statements about brand citizenship behavior. In the end, there are demographic questions regarding gender, employment status, experience, years worked in the company, industry, size of the company, and age.

The data were collected using an online questionnaire which was active from 26<sup>th</sup> February 2022 to 20<sup>th</sup> April 2022. The data were collected through the website EnKlik ([www.1ka.si](http://www.1ka.si)). The respondents were reached in different ways, mostly through internal communication channels of the companies (Slack, Teams, Skype). I reached employees from companies who would then spread out the questionnaire to their colleagues through their internal company channels. The data were also collected through social media channels (Facebook and LinkedIn). The full survey in English can be found in Appendix 3, while the translation in Bosnian which was sent out to respondents is in Appendix 4. The data was analyzed using Microsoft Excel and IBM's SPSS (Statistical Package for Social Sciences). Pearson correlation and regression will be used for the analysis. Since all of the variables have multiple questions, we will calculate the mean to get the variable for the analysis.

The questionnaire was conducted in the Bosnian language due to two reasons. Firstly, the research is based on the Bosnian market, and the majority of employees in this market have Bosnian as their mother tongue. Secondly, it was easier for respondents to answer the questions in their mother language. Before the questionnaire was sent out, it was tested with six people to avoid any possible mistakes. Based on the feedback from testing, we have improved the questionnaire in a way that we have provided short explanations for certain terms (e.g. we have explained shortly all definitions with which respondents struggled: brand personality, brand identity, etc.).

The total number of respondents who finished the questionnaire was 284. There were also 11 partially completed surveys, but they are not taken into analysis since we concentrated on fully completed surveys. The duration of the questionnaire was estimated around 10 minutes. We used a 5-point Likert scale for data collection (1. Strongly disagree, 2. Disagree, 3. Not certain, 4. Agree, 5. Strongly agree.). The reason for this is that it gives us enough insights into the matter, on the one hand, and it is not confusing and difficult to answer for respondents, on the other hand. The first sections of the questionnaire were related to questions about employee-client focus, visual identity, brand personality, consistent communications, and human resources initiatives. Then there are two sections related to organizational identification and job satisfaction. Next, respondents were asked questions

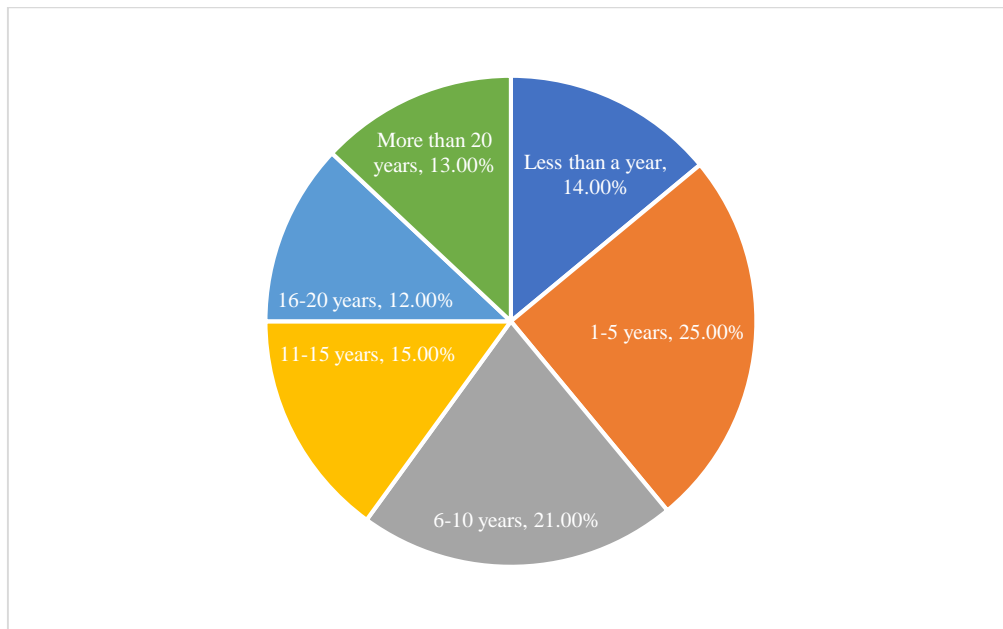
from sections related to WOM and brand citizenship behavior. Finally, demographic questions were asked at the end. When it comes to demographic questions, for the industries we used the list of NACE codes (European Commission, 2010). In addition, we used the classification of the European Commission for the company size (European Commission, n.d.).

### 4.3 Sample Description

The sample is described using seven demographic questions which we were placed at the end of the questionnaire. When it comes to the gender of respondents, 51.76% (147) of the respondents are female, 47.54% (135) are male, while 0.7% did not want to express their gender. The majority of the respondents are employed full-time 76% (217), while 24% (67) work part-time

When it comes to work experience, 14% (40) of respondents have less than a year of work experience. 25% (71) of them have 1-5 years, while 21% (61) have 6-10 years of work experience. In addition, 15% (43) have 11-15 years, and 12% (33) have 16-20 years of work experience. Finally, 13% (36) of respondents have more than 20 years of experience. This data is summarized in Figure 9.

*Figure 9: Total work experience of the respondents*

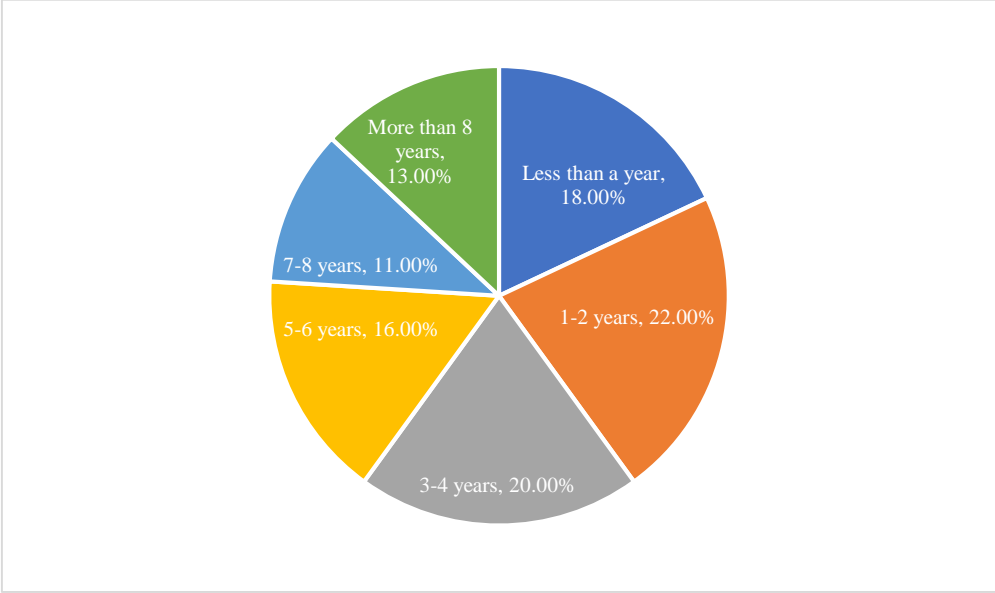


*Source: Own work.*

On the other hand, Figure 10 shows data related to the experience in the current company. Data show that 18% (51) of respondents work less than a year, while 22% (62) of them work 1-2 years in their current company. 20% (58) of respondents have 3-4 years of experience in the current company, and 16% (45) of them work 5-6 years there. Finally, 11% (32) of

respondents work for 7-8 years, while 13% (36) of them work for more than 8 years in their current company.

Figure 10: Work experience of the respondents in the current company

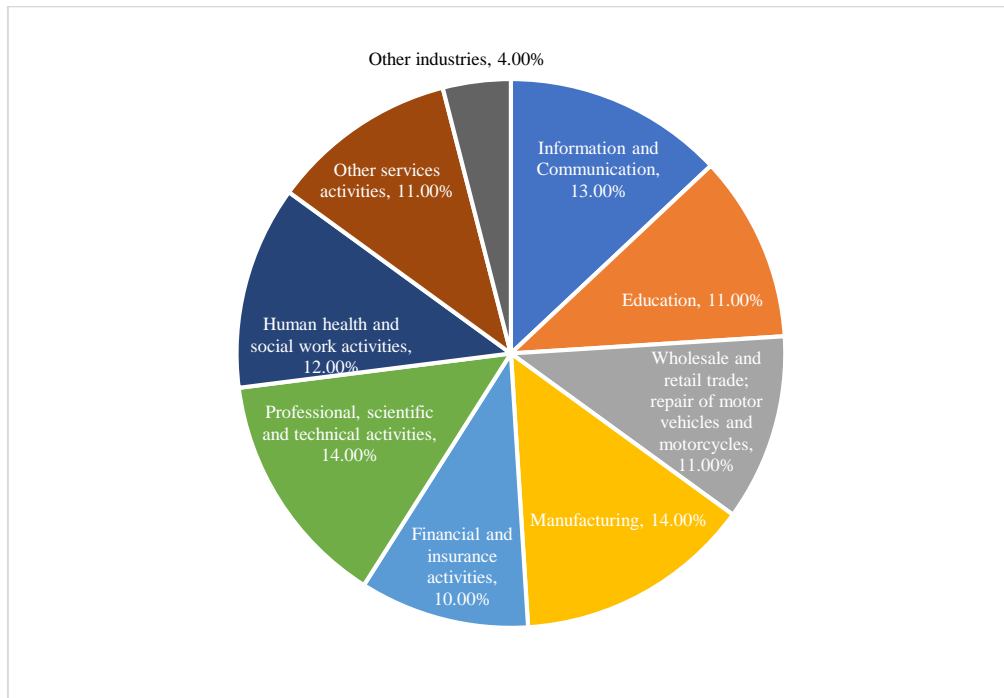


Source: Own work.

Figure 11 summarizes to which industries respondents belong. The majority of respondents are from the following industries: Information and communication 13% (38); Education 11% (30); Wholesale and retail trade 11% (30); Manufacturing 14% (39); Financial and insurance activities 10% (29), Professional, scientific and technical activities 14% (40); Human health and social work activities 12% (35), Other service activities 11% (30). There were also respondents from other industries Transporting and storage; Accommodation and food service activities; Mining and quarrying; Electricity, gas, steam, and air conditioning supply; Construction, Administrative, and support service activities.



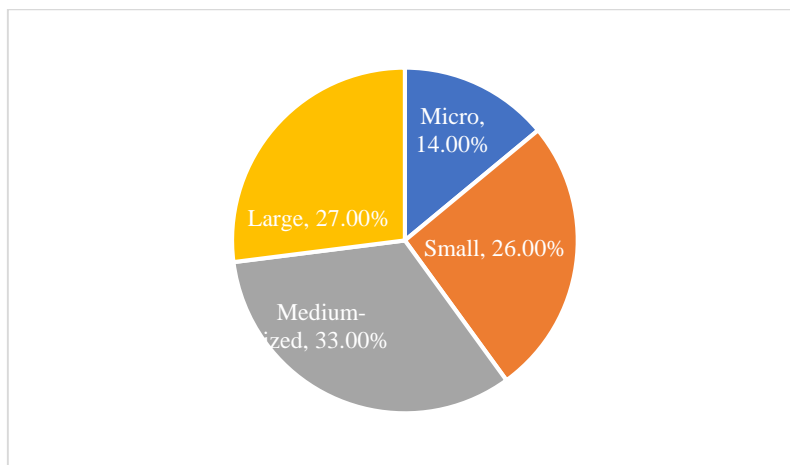
Figure 11: Industry structure of the participants in the survey



Source: Own work.

The respondents come from companies of various sizes as Figure 12 indicates. 27% (76) of respondents work in large companies (more than 250 employees), while 33% (95) work in medium-sized ones (50-250 employees). In addition, 26% (74) work in small companies (10-49 employees), while 14% (39) work in micro-companies (fewer than 10 employees).

Figure 12: Company size structure of the participants in the survey

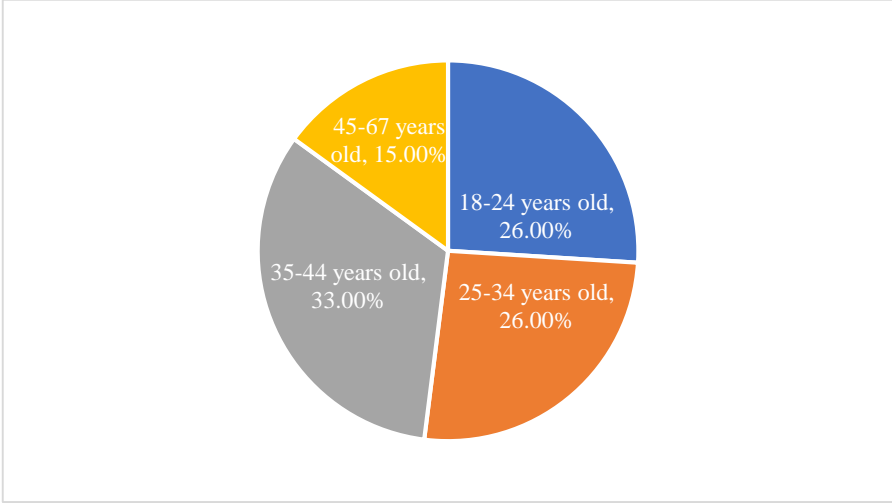


Source: Own work.

The respondents come from all age groups. 26% (73) of respondents are 18-24 years old, while 26% (74) are 25-34 years old. In addition, 33% (95) fall in the 35-44 years old

category, while 15% (42) fall in the 45-67 years old category. This is summarized in Figure 13.

Figure 13: Age structure of the participants in the survey



Source: Own work.

Therefore, the sample is equally diversified across all variables. We have an almost equal distribution of respondents within each demographic variable in terms of the answers that they have provided. More respondents are full-time employed, but that is expected since the majority of people work full-time. In addition, there are respondents from multiple industries in the research including Information and communication; Education; Wholesale and retail trade; Manufacturing; Financial and insurance activities; Professional, scientific and technical activities; Human health and social work activities. Finally, people are also equally diversified based on their age and the size of the company that they work for.

#### 4.4 Results

##### 4.4.1 Effects of employees’ perceptions of an employee-client focus, visual identity, brand personality, consistent communications, and human resources initiatives on organizational identification

Our first hypothesis is exploring whether employee-client focus, visual identity, brand personality, consistent communications, and human resources initiatives have positive effects on organizational identification. To explore this relationship, we have first calculated the means for each variable since each variable has multiple statements. To explore the internal consistency of the statements within each construct, we have performed an alpha reliability analysis. The Cronbach’s alpha results for all constructs are summarized in Appendix 5. We can see that all constructs have relatively high internal consistency:

employee-client focus 0.861, visual identity 0.775, brand personality 0.773, consistent communications 0.803, human resources initiatives 0.701, and organizational identification 0.811. Statements were divided into sections so that each section represents a construct. Then, we have performed multiple linear regression on the means of these variables using SPSS. Organizational identification is the dependent variable, while employee-client focus, visual identity, brand personality, consistent communications, and human resources initiatives are independent variables through which we try to explain the dependent variable.

Table 3 summarizes the Pearson correlation results of the analysis. The analysis indicates that all independent variables are highly correlated with the dependent variable. The correlation coefficients are as follows: employee-client focus 0.745, visual identity 0.606, brand personality 0.727, consistent communication 0.705, and HR initiatives 0.763. All of these coefficients are statistically significant at the 0.00 level as indicated with a one-tailed significance test. When it comes to the regression analysis, Table 4 shows the coefficient results of the regression analysis. The analysis indicates that human resource initiatives exert the highest influence on organizational identification with the B value of 0.333, and it is statistically significant with the p-value of 0.00. Then, brand personality also has a statistically significant influence on organizational identification with the value of the B of 0.289. Next, employee-client focus positively influences organizational identification with the B value of 0.238 (p-value = 0.00), while consistent communication has a B value of 0.138 and statistical significance of 0.007. Visual identity is the only variable that appears to have a negative influence on organizational identification, however, it is not statistically significant since the p-value is 0.380. The complete coefficient table of the regression analysis can be found in Appendix 6. Therefore, we see that all variables exert a positive influence on organizational identification with statistical significance, except visual identity. Therefore, the findings support the hypothesis except for H1b which states that visual identity has a positive influence on organizational identification.

*Table 3: Correlation coefficients - effects of employees' perceptions of an employee-client focus, visual identity, brand personality, consistent communications, and human resources initiatives on organizational identification*

		Organizational identification	Employee-client focus	Visual identity	Brand personality	Consistent communications	HR initiatives
Pearson Correlation	Organizational identification	1.000	.745	.606	.727	.705	.763
	Employee-client focus	.745	1.000	.716	.735	.730	.736
	Visual identity	.606	.716	1.000	.718	.636	.605
	Brand personality	.727	.735	.718	1.000	.686	.668
	Consistent communications	.705	.730	.636	.686	1.000	.707
	HR initiatives	.763	.736	.605	.668	.707	1.000
Sig. (1-tailed)	Organizational Identification	.	.000	.000	.000	.000	.000

Source: Own work.

*Table 4: Regressions coefficients - effects of employees' perceptions of an employee-client focus, visual identity, brand personality, consistent communications, and human resources initiatives on organizational identification*

	Unstandardized Coefficients		Collinearity Statistics	
	B	Sig.	Tolerance	VIF
Constant	.166	.285		
Employee-client focus	.238	.000	.293	3.417
Visual identity	-.050	.380	.401	2.495
Brand personality	.289	.000	.350	2.857
Consistent communications	.138	.007	.375	2.667
HR initiatives	.333	.000	.383	2.608
Dependent variable: Organizational Identification				

*Source: Own work.*

When doing the regression analysis, we have also performed the collinearity diagnostics. Table 4 shows two columns for collinearity statistics: tolerance and VIF. Low values for tolerance, which range between 0.293 and 0.401, and VIF, which range between 2.608 and 3.417 indicate that multicollinearity is not high, meaning that there is no great possibility that the independent variables can be predicted by other independent variables in the dataset.

When it comes to the analysis itself, the ANOVA table shows that the analysis is statistically significant with a p-value of 0.00, and an F value of 127.955 which indicates high variation between sample means relative to the variation within the sample. On the other hand, when it comes to the model summary, we have a relatively high R-value of 0.835. In addition, a high value of R Squared of 0.697 suggests that almost 70% of the variance in organizational identification can be explained by the predictor values that we have used in the model. The complete ANOVA table and regression summary of the first hypothesis is in Appendix 6. In addition, the histogram, normal p-p plot, and scatterplot in Appendix 6 indicate that the data is normally distributed.

#### 4.4.2 Effects of organizational identification on job satisfaction

When it comes to the second hypothesis and analysis of the influence of organizational identification on job satisfaction, we have also calculated means for both constructs since they had multiple statements related to them. When it comes to job satisfaction, Cronbach's alpha equals 0.834 which is a relatively high score of internal consistency. This result is shown in Appendix 5. For the analysis of the two variables, we have used the bivariate Pearson correlation and simple linear regression. The analysis shows that the variables

organizational identification and job satisfaction are strongly correlated with the value of 0.808, and it is statistically significant at the 0.01 level as shown by the 2-tailed test. This is also supported by the covariance value of 0.721. When it comes to regression analysis, the regression coefficients are summarized in Table 5. Simple linear regression was run using job satisfaction as a dependent variable, and organizational identification as an independent variable. The results indicate that organizational identification exerts a positive influence on job satisfaction with the B value of .811. These results are statistically significant at a p-value of 0.00. The complete coefficient table of the regression analysis can be found in Appendix 7. Therefore, this supports our hypothesis that organizational identification positively affects job satisfaction.

*Table 5: Regression coefficients – effects of organizational identification on job satisfaction*

	B	Sig.
Constant	.736	.000
Organizational Identification	.811	.000
Dependent variable: Job Satisfaction		

*Source: Own work.*

The ANOVA table of the regression analysis shows that the analysis is statistically significant with a p-value of 0.00 and an F value of 530.550. Therefore, there is a high variation between sample means compared to the variation within the sample. Regarding the model summary, there is a high R-value of 0.808. Moreover, R Squared equals 0.653. Therefore, Around 65% of the variance in job satisfaction can be explained by organizational identification. Moreover, histogram, normal p-p plot, and scatterplot show that the data is normally distributed. These tables and figures are shown in Appendix 7.

#### 4.4.3 Effects of organizational identification on employees' WOM

Identical to the second hypothesis, the third hypothesis was tested using the Pearson correlation method and simple linear regression. Before running the analysis in SPSS, we calculated the mean values for organizational identification and WOM constructs since there were multiple statements associated with these variables. When it comes to the internal consistency test of these statements related to WOM, we have a high score of 0.863 as shown in Appendix 5. The Pearson correlation analysis shows a strong positive correlation between organizational identification and WOM with a Pearson correlation coefficient of 0.797, and a covariance of 0.687, both with a significance level of 0.01. We have also analyzed the data using simple linear regression using employees' WOM as a dependent variable, and organizational identification as an independent variable. The regression coefficient results are summarized in Table 6. The results show that the B of organizational identification is 0.772 with a 0.00 significance level. The complete coefficient table of the regression analysis can be found in Appendix 8. Therefore, these findings are in the line with the hypothesis that

we have proposed that organizational identification has a positive influence on employees' WOM.

*Table 6: Regression coefficients - effects of organizational identification on employees' WOM*

	B	Sig.
(Constant)	.888	.000
Organizational Identification	.772	.000
Dependent variable: WOM		

*Source: Own work.*

When it comes to the regression analysis, the ANOVA table indicates that the analysis is statistically significant ( $p = 0.00$ ). In addition, the F value equals 490.269 indicating high variation between sample means in comparison to the variation within the sample. When it comes to the model summary, R value is relatively high, 0.797. The analysis also has a good R Squared of 0.635. Histogram, p-p plot, and scatterplot indicate that the data is relatively normally distributed. These tables and figures are attached in Appendix 8.

#### 4.4.4 Effect of job satisfaction on employees' WOM

When it comes to the fourth hypothesis, we have used Person bivariate correlation and regression analysis to analyze the data collected regarding these constructs. Since both constructs have multiple statements which describe them, we have calculated the means to perform the analysis. The results indicate that job satisfaction and WOM have a positive strong correlation with a coefficient of 0.799. In addition, covariance is 0.691. The correlation coefficients are statistically significant at the 0.02 level of the 2-tailed test. Regarding the regression analysis, the results are shown in Table 7. The simple linear regression was run using employees' WOM as a dependent variable and job satisfaction as an independent variable. The data shows that job satisfaction exerts a positive influence on WOM with the B coefficient of 0.772 at the significance level of 0.00. The complete coefficient table of the regression analysis can be found in Appendix 9. Based on the results, we can say that the hypothesis is supported.

*Table 7: Regression coefficients- effects of job satisfaction on employees' WOM*

	B	Sig.
(Constant)	.867	.000
Job Satisfaction	.772	.000
Dependent variable: WOM		

*Source: Own work.*

The ANOVA table of the regression analysis shows that the analysis is statistically significant with a p-value of 0.00. In addition, the analysis has a relatively high F value of 498.725. Regarding the model summary, we have a high R-value of 0.799. Moreover, the R Square value equals 0.639. Therefore, around 64% of the variance in employees' WOM can be explained through job satisfaction. Finally, histogram, p-p plot and scatter plot shows that the data is relatively normally distributed. These figures and tables are summarized in Appendix 9.

#### 4.4.5 Effects of organizational identification on employees' brand citizenship behavior

When it comes to the fifth hypothesis related to the effects of organizational identification on brand citizenship behavior, we have calculated the means for the constructs in the same way as in the previous analyses, and we have used the Pearson correlation analysis and simple regression to explore the relation between these two variables. In addition, the reliability test was performed to explore internal consistency, and the result for brand citizenship behavior is 0.862 which indicates a relatively high internal consistency of scores for this construct. This is summarized in Appendix 5. The analysis shows that organizational identification and brand citizenship behavior are strongly correlated with the Pearson correlation coefficient of 0.776, and covariance of 0.611. The correlation is significant at the 0.01 level according to the 2-tailed test. We have also performed simple linear regression using brand citizenship behavior as a dependent variable, and organizational identification as an independent variable. The results of the regression are summarized in Table 8. The B value of organizational identification on brand citizenship behavior is .687, and it is statistically significant ( $p = 0.00$ ). The complete coefficient table of the regression analysis can be found in Appendix 10. Therefore, the results indicate that organization identification exerts a positive influence on brand citizenship behavior. The results support the hypothesis which we proposed that organizational identification has positive effects on employees' brand citizenship behavior.

*Table 8: Regression coefficients - effects of organizational identification on brand citizenship behavior*

	B	Sig.
(Constant)	1.212	.000
Organizational Identification	.687	.000
Dependent variable: Brand Citizenship Behavior		

*Source: Own work.*

When it comes to regression analysis, the ANOVA table shows that the analysis is statistically significant with a p-value of 0.00. Moreover, the analysis has a high F Value of 425.555 indicating high variation between sample means in comparison to the variation

within the sample. When it comes to the model summary, the analysis has a high R-value of 0.776. Moreover, the R Square of the analysis is 0.601 which indicates that around 60% of the variance in brand citizenship behavior can be explained by organizational identification. Histogram, p-p plot, and scatterplot show that the data is normally distributed. The tables and figures for this data are shown in Appendix 10.

4.4.6 Effects of job satisfaction on employees’ brand citizenship behaviors

Identically to the previous hypothesis, we have used the Pearson correlation analysis and simple regression on the means of job satisfaction and brand citizenship behavior constructs to explore the effects of job satisfaction on brand citizenship behavior. The analysis shows that brand citizenship behavior and job satisfaction are strongly correlated. The Pearson correlation coefficient between these two variables is 0.768, while the covariance equals 0.607. This correlation is significant at the 0.01 level of the 2-tailed test. To explore the relationship between these constructs, we have performed simple linear regression with brand citizenship behavior as a dependent variable, and job satisfaction as an independent variable. The results of the regression analysis are summarized in Table 9. Job satisfaction B value of the regression analysis is .677 (p = 0.00). Therefore, the results indicate that job satisfaction has a positive influence on brand citizenship behavior. The complete table of the regression analysis can be found in Appendix 11. These results also support our hypothesis that job satisfaction has positive effects on employees’ brand citizenship behavior.

Table 9: Regression coefficients - effects of job satisfaction on brand citizenship behavior

	B	Sig.
(Constant)	1.227	.000
Job Satisfaction	.677	.000
Dependent variable: Brand Citizenship Behavior		

Source: Own work.

The ANOVA table shows that the analysis is statistically significant with a p-value of 0.00. In addition, the analysis has a high F value of 405.160. Regarding the model summary, we have a high R-value of 0.768. In addition, the analysis has a relatively high R Square value of 0.590. Therefore, 59% of the variance in brand citizenship behavior can be explained by variance in job satisfaction. Finally, histogram, p-p plot, and scatterplot indicate that the data is normally distributed. These tables are summarized in Appendix 11.

4.4.7 The results summary

Table 10 shows the overview of the hypothesis testing. Findings support all hypotheses except H1b which refers to the influence of visual identity on organizational identification.



Table 10: Summary of hypothesis testing results

	Hypothesis	Status
<b>H1a</b>	Employees' perceptions of an employee-client focus have positive effects on organizational identification.	<b>Supported</b>
<b>H1b</b>	Employees' perceptions of visual identity have positive effects on organizational identification.	<b>Not Supported</b>
<b>H1c</b>	Employees' perceptions of brand personality have positive effects on organizational identification.	<b>Supported</b>
<b>H1d</b>	Employees' perceptions of consistent communications have positive effects on organizational identification.	<b>Supported</b>
<b>H1e</b>	Employees' perceptions of human resources initiatives have positive effects on organizational identification.	<b>Supported</b>
<b>H2</b>	Organizational identification has a positive effect on job satisfaction.	<b>Supported</b>
<b>H3</b>	Organizational identification has a positive effect on employees' WOM.	<b>Supported</b>
<b>H4</b>	Job satisfaction has a positive effect on employees' WOM.	<b>Supported</b>
<b>H5</b>	Organizational identification has a positive effect on employees' brand citizenship behavior.	<b>Supported</b>
<b>H6</b>	Job satisfaction has a positive effect on employees' brand citizenship behavior.	<b>Supported</b>

Source: Own work.

## 5 DISCUSSION

### 5.1 Main Findings and Contributions

Brand identity management has been, on the one hand, recognized in the literature as a critical factor for success in influencing stakeholders' attitudes and behaviors. On the other hand, it is an effective tool for an organization to effectively influence corporate image, competitive advantage, and overall performance (Bravo, Buil, de Chernatony, & Martínez, 2017b). Bravo, Buil, de Chernatony, and Martínez (2017a) developed a model to explore the impact of brand identity management on employees' attitudes and behaviors. The study that they did with this model was on the UK financial sector. We replicated this study in Bosnia and Herzegovina to explore the generalisability of their results. In addition, we focused on multiple industries, not just the financial sector.

This thesis explores how different dimensions of brand identity influence organizational identification. More specifically, the thesis has the following research goals which we achieved in this thesis: to assess whether brand identity elements have an impact on organizational identification, to assess whether organizational identification affects job

satisfaction and WOM, to assess whether job satisfaction affects WOM, to assess whether organizational identification and job satisfaction have a positive effect on brand citizenship behavior. We explore what influence employee-client focus, visual identity, brand personality, human resource initiatives, and consistent communication have on organizational identification. Then, we explore whether organizational identification has a positive influence on job satisfaction. Next, we explore whether organizational identification and job satisfaction positively influence employees' WOM. Finally, this thesis explores whether organizational identification and job satisfaction have a positive influence on employees' brand citizenship behavior.

Generally, results indicate that if employees have a positive perception of a company's brand identity management, it may result in their greater identification with their company, except for visual identity. Findings show that human resource initiatives exert the highest influence on organizational identification. In addition, brand personality and consistent communication also have positive effects on organizational identification. These results support the previous research of Punjaisri, Evanschitzky, and Wilson (2009b) which explains identification through internal marketing activities, primarily internal communication and training. Moreover, the same findings have been confirmed by Bravo, Buil, de Chernatony, and Martínez (2017a). In addition, it is in the line with the theory of Alloza (2008) who stresses the importance of communication and brand personality for identification. Moreover, employee-client focus also has a significant influence on organizational identification. These findings are in the line with the ideas of Mitki, Herstein, and Jaffe (2007) who emphasized the importance of employee-client focus in developing brand identity, internalizing brand values, and fostering identification with the company. Bravo, Buil, de Chernatony, and Martínez (2017a) have also found that employee-client focus has a positive influence on organizational identification. Moreover, the findings align with the ideas of Alloza (2008). However, visual identity does not have a significant influence on employees' identification with their company. Therefore, the findings suggest that the management of visual identity is not as important as the rest of the elements to raise organizational identification. These findings imply that managers should be focused primarily on employee-client relationships, brand personality, consistent communications, and HR initiatives when building brand identity for their companies in order to increase identification with the company. Organizational identification then influences job satisfaction positively. In addition, greater job satisfaction and organizational identification will both improve employee's WOM and brand citizenship behavior. However, visual identity should not definitely be completely disregarded when building brand identity. Bravo, Buil, de Chernatony, and Martínez (2017a) have the same findings in their study regarding visual identity. These results might be possible due to the operationalization of the corporate visual identity concept. The study's corporate visual identity construct should be viewed as a subset of corporate visual identity systems. The reason for this is that corporate visual identity systems encompass a greater variety of visual cues than the items used to

evaluate the corporate visual identity dimension of the study scale (Coleman, de Chernatony, & Christodoulides, 2015).

The results also indicate that employees who identify with their company are more satisfied with their job. This supports the work of Aziri (2011) who stated that impressions about the nature of the work considerably influence job performance. In addition, it is in line with the work of Van Dick et al. (2004); Wheeler, Richey, Tokkman, and Sablynski (2006); and Bravo, Buil, de Chernatony, and Martínez (2017a). The findings also suggest that organizational identification has a positive effect on employees' WOM. This is in line with the previous research of Ahearne and Bhattacharya (2005) who found that organizational identification has a positive influence on word-of-mouth behaviors. In addition, our findings support the previous research of Tuškej, Golob, and Podnar (2013); Bhattacharya and Sen (2003); Wheeler, Richey, Tokkman, and Sablynski (2006); and Bravo, Buil, de Chernatony, and Martínez (2017a). Finally, the results also indicate that both employees who identify with the organization and employees who are satisfied with their job will likely undertake brand citizenship behavior. On the one hand, these findings support previous research by Lee and Allen (2002); Bravo, Buil, de Chernatony, and Martínez (2017a); Van Dick, Grojean, Christ, and Wieseke (2006) who found that employees who identify with the company are more likely to exert brand citizenship behavior. On the other hand, the findings are also aligned with the research results which state that job satisfaction is correlated with the behaviors that employees show (Organ, 1988; Murphy, Athanasou, & King, 2002; Riketta, 2008; Bravo, Buil, de Chernatony, and Martínez (2017a).

The study has both theoretical and managerial implications. Since this is a replication of the study of Bravo, Buil, de Chernatony, and Martínez (2017a), these studies extend the previous brand identity management scholarship by providing empirical evidence of its influence on employees' behavior and attitudes. Our study extends the original study by analyzing a different country, Bosnia and Herzegovina. In addition, this study explores the brand identity influence on employees' attitudes and behaviors across multiple industries, not just the financial sector.

There are multiple managerial implications of the study. Wallace and de Chernatony (2011) found in their paper on the influence of culture and market orientation on services brands that many service organizations and financial institutions do not have branding on the top of their agendas. The majority of managers in the research do not take service staff into account while implementing and developing brand values. Furthermore, several managers in the study made no mention of employees when they talked about developing brand values (Wallace & de Chernatony, 2011). However, this study shows that brand identity management is very important for companies. Particularly, it demonstrates to marketing managers how brand identity management can be used to forecast employees' behaviors and attitudes. Also, this study stresses the importance of employees' perception of brand identity management. As we have seen from the previous research shows that managers usually do

not see the importance of employees in this process, so this research will help us understand their importance.

In addition, the study provides insights into the relevance of different elements of brand identity. The findings show that human resource initiatives exert the highest influence on organizational identification. Therefore, managers need to pay special attention to the education of employees, their training, performance assessment, and constructive feedback. In addition, since brand personality plays a crucial role in the identification with the company, they should bring the brand to life, and humanize it. Moreover, special attention needs to be paid to the employee-client focus. Therefore, managers should not only respond to their customer's needs but also support their employees. Finally, managers need to implement consistent communications through channels that will convey consistent brand messages and foster brand identification.

Even though the study does not show that employees perceive visual identity to have a positive influence on organizational identification, it should not be completely disregarded. As we have mentioned earlier, it might be due to the operationalization of the concept. In addition, this study was focused on employees only. Brand identity management is important for all stakeholders. Therefore, if it might not be important for employees, it might be important for some other stakeholder group. Finally, these results for visual identity might be due to the limitations of the research that will be addressed in the following section.

## **5.2 Limitations and Recommendations for Further Research**

The results that we found and conclusions that are drawn from this research should be acknowledged with some limitations.

The results of the study are presented within the context of several industries in Bosnia and Herzegovina. Bravo, Buil, de Chernatony, and Martínez (2017a) mention that studies have shown dissimilarities in brand management between countries. Therefore, additional research in other countries would be beneficial in understanding this matter, and to be able to generalize the results.

In addition, the research that was performed was a cross-sectional one. Therefore, the data provided by the respondents represent their attitudes at one point in time. To better understand the perception of brand identity, its changes, and its consequences; a longitudinal study might provide more insights.

The additional limitation of the research is that we have respondents from a dozen of industries, and the sample from most of these industries is not representative. Therefore, additional research, on the one hand, is needed to include people from more industries in the study. On the other hand, the sample which is representative of all industries might give better insights. According to the Agency for Statistics Bosnia and Herzegovina (2021),

industries with the most employees in Bosnia and Herzegovina in 2018 include Manufacturing (167 785 employees); Wholesale and retail trade, repair of motor vehicles and motorcycles (149 036 employees); Transporting and storage (38 770 employees); Construction (37 540 employees); and Accommodation and food service activities (35 977 employees) (Agency for Statistics Bosnia and Herzegovina, 2021). If we compare this structure to our sample structure, we see that some industries that employ a lot of people like transporting and storage, construction, accommodation and food service activities are not represented in the sample. Therefore, future research also needs to be focused on these industries. Moreover, it will be beneficial to analyze whether the type of industry, company size, and years of employment plays an important role in the perception of brand identity management. It is a considerable observation that companies in different industries, for example, perceive differently the importance of brand identity. Moreover, big and small companies have different amounts of resources to invest in brand identity management. Therefore, these variables might play an important role in the perception of brand identity management.

The research also could be improved in terms of the sample structure according to the size of the company. Agency for Statistics in Bosnia and Herzegovina uses a different structure of companies for their reports: small (0-49 employees), medium (50-249 employees), and large (more than 250 employees). In 2019, 92,5% of the registered companies were small, 6,5% medium, and 1,1% large (Agency for Statistics Bosnia and Herzegovina, 2021). Therefore, we see that most companies are rather small, or medium-sized. However, in our sample, we have approximately the same representation of all companies. Therefore, future research might be improved in this context. However, additional attention needs to be also paid to the number of employed people for different company sizes.

While testing the questionnaire, we received several complaints regarding the understanding of certain concepts. The respondents who were used to test the questionnaire complained that they do not understand certain terms such as brand personality, brand promise, and visual identity. We solved the problem in the way that we defined the terms that confused the respondents in each question. This seemed to solve the issue according to the feedback of respondents. However, since convenience sampling is used, the question is whether they understood the concepts completely. In addition, if you introduce a new concept to someone, the question is whether they will be able to accurately answer questions about it. Therefore, it would be beneficial in future studies to find a new way to introduce these concepts to respondents or rephrase the statements so that unfamiliar terms are not used.

When analyzing the results of the study, we have mentioned that the possible outcome of results for visual identity is that it encompasses more elements than the visual cues used in the study (Coleman, de Chernatony, & Christodoulides, 2015). Therefore, future research on the topic might incorporate more elements for the dimension to explore whether it does not have a significant influence, or whether it is due to the lack of elements. Our study is focused

on only one stakeholder group – employees. Future research could also be directed to explore whether brand identity management influences other stakeholder groups.

## **CONCLUSION**

Brand identity management has been considered one of the most important elements for influencing stakeholders' behaviors and attitudes. The purpose of this research is to explore how brand identity management influences employees. More specifically, it explores whether employees' perceptions of an employee-client focus, visual identity, brand personality, consistent communications, and human resources initiatives have positive effects on organizational identification. Moreover, the study explores the influence of organizational identification on job satisfaction, WOM, and brand citizenship behavior. Finally, it explores the influence of job satisfaction on brand citizenship behavior.

In the first part, we cover relevant literature on brand identity management, corporate brand management, internal marketing, internal branding, and employer branding to explore how brand identity management influences employees' attitudes and behaviors. For the empirical part, we performed quantitative research based on the model of Bravo, Buil, de Chernatony, and Martínez (2017a) which explores the effects of brand identity management on employees' attitudes and behaviors. The research was conducted by running an online questionnaire to explore this relationship.

The results indicate that employee-client focus, brand personality, consistent communications, and human resources initiatives have a significant influence on organizational identification. However, the findings indicate that visual identity does not have a significant influence on organizational identification. Moreover, organizational identification positively influences job satisfaction, WOM, and brand citizenship behavior. Finally, the results also show that job satisfaction has a positive influence on brand citizenship behavior.

This study complements the existing literature by providing empirical evidence of the influence on employees' behavior and attitudes in a different country and industries. In addition, it shows marketing managers how to utilize brand identity management to predict employee actions and attitudes. Moreover, it gives insights to managers that they need to pay close attention to human resource initiatives which seem to exert the highest influence on organization identification. In addition, other elements which include brand personality, employee-client focus, and consistent communication need to be considered since they also exert a significant influence on organizational identification. Even though findings show that visual identity does not have a significant influence on organizational identification, it should not be disregarded. On the one hand, there is a possibility that visual identity influences other stakeholders since this study is analyzing only employees. On the other hand, these results are possible due to the operationalization of the concept.

For the future research, it would be useful to perform a longitudinal study that will observe these attitudes and their changes over time. In addition, the study needs to be undertaken in new countries and industries in order to understand these issues better. Moreover, a greater and more representative sample should give us more credible data for generalization to the whole population. Finally, better operationalization of the concepts, especially brand personality, should provide more credible data for the analysis.

Nevertheless, this thesis provides valuable insights into employees' perceptions of brand identity management in Bosnia and Herzegovina which is an area that has not been studied much. The theoretical benefit of this research is extending the previous research on the topic in terms of providing empirical evidence on how brand identity management affects employees. The managerial implications of the study could be summarized in stressing the importance of brand identity management. In addition, it highlights the relevance of different elements of brand identity which is very beneficial for managers when developing brands in order to focus their resources on the elements that are more relevant.

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## **APPENDICES**



## **Appendix 1: Povzetek (Summary in the Slovene language)**

Management identitete blagovne znamke je bilo v literaturi v zadnjih desetletjih prepoznano kot ključni dejavnik za uspeh pri vplivanju na odnos in vedenje deležnikov. Šteje se tudi za učinkovito orodje za organizacijo, ki se uporablja za učinkovit vpliv na podobo podjetja in povečanje konkurenčne prednosti ter splošne uspešnosti (Bravo, Buil, de Chernatony, & Martínez, 2017b). Aaker (1996) razlaga identiteto blagovne znamke kot edinstven niz asociacij blagovnih znamk, ki jih želi oseba, odgovorna za razvoj blagovne znamke, ustvariti in vzdrževati. Nanaša se na obljubo potrošnikom podjetja.

Pri razlagi vpliva identitete blagovne znamke na zaposlene je pomembno razumeti koncepte korporativne blagovne znamke in notranjega trženja. Korporativno blagovno znamko opisujemo kot proces, ki se sistematično načrtuje in izvaja za ustvarjanje in ohranjanje ugleda podjetja na trgu s svojimi sestavnimi elementi. Zato je zanimiva korporativna blagovna znamka podjetja kot celote (Einwiller & Will, 2008). Podjetniška blagovna znamka v korporacijo pritegne pozornost, zanimanje in aktivnost deležnikov. Pritegne in postavlja ustrezne deležnike in občinstvo okoli prepoznavnih vrednot, ne le za razlikovanje podjetja, ampak tudi za ustvarjanje občutka pripadnosti podjetju (Hatch & Schultz, 2003). Notranje trženje se nanaša na filozofijo vodenja, organizacijski pristop in zbirko strategij in praks, s katerimi se organizacija trži zaposlenim. Definicija notranjega trženja navaja, da je notranje trženje družbena norma, ki omogoča organizaciji in njenim zaposlenim, da skupaj ustvarjajo vrednost z vzajemnim delovanjem in spoštovanjem. Prednosti notranjega trženja so številne in vključujejo ohranjanje zaposlenih, spodbujanje sodelovanja, izboljšanje notranje komunikacije, zmanjšanje razlik med podjetjem in zaposlenimi, in izgradnjo organizacijskih vrednot (Brown, 2021).

Problem, ki ga želimo raziskati v tem magistrskem delu, je identiteta blagovne znamke z vidika zaposlenih z uporabo modela, ki so ga razvili Bravo, Buil, de Chernatony, in Martínez (2017a) v prispevku o managementu identitete blagovne znamke in njenih učinkih na zaposlene. Natančneje, raziskujemo razsežnosti upravljanja identitete blagovne znamke, in sicer vizualno identiteto, osredotočenost na zaposlene in stranke, osebnost blagovne znamke, kadrovske spodbude in dosledno komunikacijo ter njihov vpliv na organizacijsko identifikacijo zaposlenih. Članek raziskuje tudi učinke organizacijske identifikacije na zadovoljstvo zaposlenih. Poleg tega bomo raziskali, kako organizacijska identifikacija in zadovoljstvo pri delu vplivata na vedenje zaposlenih od ust do ust in državljanstva blagovne znamke.

Namen te raziskave je raziskati vpliv upravljanja identitete blagovne znamke na zaposlene, njihovo organizacijsko identifikacijo, ustno izročilo, zadovoljstvo pri delu in državljanstvo blagovne znamke. Načrt je raziskovanje zaposlenih v Bosni in Hercegovini v različnih panogah. Za raziskovanje vprašanj smo uporabili vprašalnik iz modela za raziskovanje naslednjih hipotez:

H1: Zaznavanje zaposlenih o (a) osredotočenosti na zaposlenega in odjemalca, (b) vizualni identiteti, (c) osebnosti blagovne znamke, (d) dosledni komunikaciji in (e) pobudah za človeške vire pozitivno vpliva na organizacijsko identifikacijo.

H2: Organizacijska identifikacija pozitivno vpliva na zadovoljstvo pri delu.

H3: Organizacijska identifikacija pozitivno vpliva na ustno izročilo zaposlenih.

H4: Zadovoljstvo pri delu pozitivno vpliva na ustno izročilo zaposlenih

H5: Organizacijska identifikacija ima pozitiven učinek na pripadnost zaposlenih blagovni znamki.

H6: Zadovoljstvo pri delu pozitivno vpliva na pripadnost zaposlenih blagovni znamki.

Analiza rezultatov podpira ugotovitve iz prejšnje raziskave. Kaže, da osredotočenost na zaposlene in stranke, osebnost blagovne znamke, dosledno komuniciranje in kadrovske pobude pozitivno vplivajo na organizacijsko identifikacijo. Poleg tega organizacijska identifikacija pozitivno vpliva na zadovoljstvo pri delu. Poleg tega organizacijska identifikacija in zadovoljstvo pri delu pozitivno vplivata na ustno izročilo zaposlenih. Nazadnje rezultati potrjujejo, da tako organizacijska identifikacija kot zadovoljstvo pri delu pozitivno vplivata na pripadnost zaposlenih blagovni znamki.

Vendar rezultati ne podpirajo ugotovitev prejšnjih raziskav, ko gre za vpliv vizualne identitete na organizacijsko identifikacijo. Rezultati kažejo, da vsi elementi (osredotočenost na zaposlenega in odjemalca, osebnost blagovne znamke, dosledno komuniciranje in kadrovske iniciative) razen vizualne identitete pozitivno vplivajo na organizacijsko identifikacijo. Ko gre za vizualno identiteto, je razlog za te rezultate lahko v tem, da sistemi korporativne vizualne podobe vključujejo večjo raznolikost vizualnih namigov kot elementi, ki se uporabljajo za vrednotenje dimenzije vizualne podobe podjetja (Coleman, de Chernatony, & Christodoulides, 2015).

## Appendix 2: Scale Composition

BRAND IDENTITY MANAGEMENT (Coleman, de Chernatony, & Christodoulides, 2011)
Employee-client focus
Our top management is committed to providing quality service Our company treats every employee as an essential part of the organization Our employees will help clients in a responsive manner Our company makes an effort to discover our clients' needs Our company responds to our clients' needs
Visual identity
The corporate visual identity is helpful in making our company recognizable The font we use is an important part of our visual identity Our logo is an important part of who we are
Brand personality
The associations making up our brand personality are extremely positive Our clients have no difficulty describing our brand personality Our brand personality has favorable associations
Consistent communications
The people managing our communications program have a good understanding of the strengths and weaknesses of all major marketing communications tools Our company's advertising, PR, and sales promotion all present the same clear consistent message to our stakeholders
Human resource initiatives
Our employee training programs are designed to develop skills required for acquiring and deepening client relationships Our company regularly monitors employees' performance
ORGANISATIONAL IDENTIFICATION (Based on Punjaisri, Evanschitzky, & Wilson, 2009b)
I feel I belong to this company I view the success of the company as my own success When someone praises this bank, it feels like a personal compliment
JOB SATISFACTION (Based on King & Grace, 2010)
I feel reasonably satisfied with my job I feel a great sense of satisfaction from my job I am satisfied with my overall job
EMPLOYEE WORD-OF-MOUTH (Based on King & Grace, 2010)
I say positive things about my company to others I would recommend my company to someone who seeks my advice I enjoy talking about my company to others I talk positively about my company to others
BRAND CITIZENSHIP BEHAVIOUR (Based Burmann & Zeplin, 2005; and King & Grace, 2010)
I demonstrate behaviours that are consistent with the brand promise of this company I am always interested to learn about my company's brand and what it means for me in my role Before communicating or taking action I consider the impact on my company's brand If given the opportunity, I pass on my knowledge about my company's brand to new employees

I show extra initiative to ensure that my behavior remains consistent with the brand promise of this company

I take responsibility for tasks outside of my own area if necessary, e.g. following up on customer requests, etc

### Appendix 3: Survey Questions in English

Dear respondent,

My name is Hasan Okanović, and I am a master student in Marketing at the Faculty of Economics and Business, University of Ljubljana. I would kindly ask you to participate in this study by filling in this questionnaire which will help me to finish my master thesis. The purpose of the research is to explore the effects of brand identity on employees in Bosnia and Herzegovina.

If you decide to participate, you will be asked to complete an anonymous web-based survey. It will take around 10 minutes. Your data will be confidential, anonymous, and it will not be used outside of this study. The survey does not have any identifiable information, and no one will be able to connect the information that you provide to you.

If you have any questions regarding the survey, you can reach me through email: [okanovichasan@outlook.com](mailto:okanovichasan@outlook.com). In addition, you can reach me through phone: +38762805658. My advisor prof. dr. Vesna Zabkar.

Thank you very much for your participation.

I am very grateful that you are helping me complete my research.

#### Q1 - Please rate agreement with the following statements regarding how your company treats clients and employees.

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Our top management is committed to providing quality service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our company treats every employee as an essential part of the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees will help clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

in a responsive manner

Our company makes an effort to discover our clients' needs

Our company responds to our client's needs

**Q2 - Please rate agreement with the following statements regarding visual identity (logo, font, colors, imagery and all the creative design that represent the company in the market) of your company.**

Strongly disagree    Disagree    Neither disagree nor agree    Agree    Strongly agree

The corporate visual identity helps make our company recognizable

The font we use is an important part of our visual identity

Our logo is an important part of who we are

**Q3 - Please rate agreement with the following statements regarding brand personality (a set of human characteristics that can be attributed to a company, e.g. Nike has an active lifestyle, exciting, inspirational, cool personality) of your company.**



	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
The associations making up our brand personality are extremely positive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our clients have no difficulty describing our brand personality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our brand personality has favorable associations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q4 - Please rate agreement with the following statements regarding communication of your company.**

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
The people managing our communications program have a good understanding of the strengths and weaknesses of all major marketing communications tools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our company's advertising, PR, and sales promotion all present the same	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

clear consistent message to our stakeholders

**Q5 - Please rate agreement with the following statements regarding human resource initiative company.**

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Our employee training programs are designed to develop skills required for acquiring and deepening client relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our company regularly monitors employees' performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q6 - Please rate agreement with the following statements regarding your identification with the company.**

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
I feel I belong to this company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I view the success of the company as my success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When someone praises this company, it feels like a personal compliment

**Q7 - Please rate agreement with the following statements regarding satisfaction with your job.**

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
I feel reasonably satisfied with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a great sense of satisfaction from my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my overall job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q8 - Please rate agreement with the following statements regarding how you perceive your company when talking about it to people.**

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
I say positive things about my company to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend my company to someone who seeks my advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I enjoy talking about my company to others

I talk positively about my company to others

**Q9 - Please rate agreement with the following statements regarding the alignment of your behavior with what the company promises. Brand promise refers to what the company promises customers that they can expect to receive with every interaction with the company. Brand is name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition.**

Strongly disagree    Disagree    Neither disagree nor agree    Agree    Strongly agree

I demonstrate behaviors that are consistent with the brand promise of this company

I am always interested to learn about my company's brand and what it means for me in my role

Before communicating or taking action I consider the impact on my company's brand

If given the opportunity, I pass on my knowledge about my company's brand to new employees

I show extra initiative to ensure that my behavior remains consistent with the brand promise of this company

I take responsibility for tasks outside of my area if necessary, e.g. following up on customer requests etc.

**Q10 - Gender:**

- Male
- Female
- Rather not to say

**Q11 - Employment status:**

- Full time
- Part time

**Q12 - Experience (in years):**

- Less than a year

- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- More than 20 years

**Q13 - How long have you been working in your company (in years)?**

- Less than a year
- 1-2 years
- 3-4 years
- 5-6 years
- 7-8 years
- More than 8 years

**Q14 – Industry:**

- Agriculture, forestry and fishing
- Mining and quarrying
- Manufacturing
- Electricity, gas, steam and air conditioning supply
- Water supply; sewerage; waste management and remediation activities
- Construction
- Wholesale and retail trade; repair of motor vehicles and motorcycles
- Transporting and storage
- Accommodation and food service activities
- Information and communication (IT)
- Financial and insurance activities
- Real estate activities

- Professional, scientific and technical activities
- Administrative and support service activities
- Public administration and defense; compulsory social security
- Education
- Human health and social work activities
- Arts, entertainment and recreation
- Other services activities
- Activities of households as employers; undifferentiated goods - and services - producing activities of households for own use
- Activities of extraterritorial organizations and bodies
- Drugo:

**Q15 - Size of the company you work for:**

- Large (more than 250 employees)
- Medium-sized (50-250 employees)
- Small (10-49 employees)
- Micro (Fewer than 10 employees)

**Q16 – Age:**

- 18-24
- 25-34
- 35-44
- 45-67

## Appendix 4: Survey Questions in Bosnian

Poštovani učesniče,

Ja sam Hasan Okanović, student master programa iz oblasti Marketinga na Ekonomskom Fakultetu Univerziteta u Ljubljani. Zamolio bih Vas da učestvujete u mojoj studiji tako što ćete ispuniti ovu anketu, a što će mi pomoći da završim svoju master tezu. Cilj ove studije jeste da istraži koliko brend identiteti kompanija utiču na radnike u Bosni i Hercegovini.

Ukoliko odlučite da učestvujete, treba da popunite anonimnu online anketu koja će uzeti oko 10 minuta Vašeg vremena. Vaši podaci će biti povjerljivi, anonimni i neće biti korišteni izvan ove studije. Anketa ne sadrži podatke koji vas identificiraju, i nećete biti dovedeni u vezu sa podacima koje unesete.

Ukoliko imate bilo kakvih pitanja možete me kontaktirati putem emaila: okanovichasan@outlook.com. Pored toga, možete me kontaktirati putem telefona: +38762805658. Moj mentor u ovom istraživanju je prof. dr. Vesna Žabkar.

Hvala Vam puno na učešću i izdvojenom vremenu.

Veoma sam zahvalan da će te mi pomoći da završim svoj master rad.

**Q1 - Molim Vas da ocijenite Vaš nivo saglasnosti sa sljedećim rečenicama koje se odnose na način na koji se Vaša kompanija odnosi prema klijentima i radnicima.**

	Potpuno se ne slažem	Ne slažem se	Niti se slažem niti se ne slažem	Slažem se	Potpuno se slažem
Naš top menadžment je posvećen pružanju usluga visokog kvaliteta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Naša kompanija tretira svakog radnika kao da je osnovni dio organizacije	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Naši radnici će pomoći klijentima u kratkom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



vremenskom  
roku

Naša kompanija  
se trudi da uoči  
potrebe naših  
klijenata

Naša kompanija  
odgovara  
potrebama naših  
klijenata

**Q2 - Molim Vas da ocijenite Vaš nivo saglasnosti sa sljedećim rečenicama koje se odnose na vizuelni identitet – visual identity (logo, font, boje, i sav kreativni dizajn koji predstavlja kompaniju na tržištu) vaše kompanije.**

	Potpuno se ne slažem	Ne slažem se	Niti se slažem niti se ne slažem	Slažem se	Potpuno se slažem
Vizuelni identitet naše kompanije pomaže da naša kompanija bude prepoznatljiva	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Font koji koristimo je bitan dio našeg vizuelnog identiteta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Naš logo je važan dio onoga što mi jesmo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q3 - Molim Vas da ocijenite Vaš nivo saglasnosti sa sljedećim rečenicama koje se odnose na ličnost brenda – brand personality (ljudske karakteristike koje se mogu pripisati kompaniji, npr. Nike ima aktivan način života, uzbuđljiv je, inspirirajući, kul ličnost) vaše kompanije. Brend je naziv, termin, znak, simbol, dizajn ili kombinacija**

**navedenog. Brend služi da su proizvodi i usluge prodavača prepoznatljivi, i da se razlikuju od konkurencije.**

	Potpuno se ne slažem	Ne slažem se	Niti se slažem niti se ne slažem	Slažem se	Potpuno se slažem
Asocijacije koje sačinjavaju ličnost našeg brenda su veoma pozitivne	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Naši klijenti nemaju problema da opišu ličnost našeg brenda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ličnost našeg brenda ima pozitivne asocijacije	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q4 - Molim Vas da ocijenite Vaš nivo saglasnosti sa sljedećim rečenicama koje se odnose na komunikaciju vaše kompanije.**

	Potpuno se ne slažem	Ne slažem se	Niti se slažem niti se ne slažem	Slažem se	Potpuno se slažem
Ljudi koji održavaju naš komunikacijski program imaju dobro razumijevanje prednosti i slabosti svih važnijih marketinških komunikacijskih alata	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oglašavanje, odnosi sa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

javnošću, i  
prodaja naše  
kompanije imaju  
istu, jasnu,  
dosljednu poruku  
prema našim  
interesnim  
skupinama

**Q5 - Molimo Vas da ocijenite Vaš nivo saglasnosti sa sljedećim rečenicama koje se odnose na inicijative odjela za ljudske resurse Vaše kompanije.**

	Potpuno se ne slažem	Ne slažem se	Niti se slažem niti se ne slažem	Slažem se	Potpuno se slažem
Naši programi obuke radnika su dizajnirani da razviju vještine za usvajanje i osnaživanje veza sa klijentom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Naša kompanija redovno prati učinak radnika	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q6 - Molimo Vas da ocijenite Vaš nivo saglasnosti sa sljedećim rečenicama koje se odnose na Vašu identifikaciju sa kompanijom.**

	Potpuno se ne slažem	Ne slažem se	Niti se slažem niti se ne slažem	Slažem se	Potpuno se slažem
Osjećam se da pripadam ovoj kompaniji	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vidim uspjeh kompanije kao moj lični uspjeh	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kada neko pohvali kompaniju osjećam to kao lični kompliment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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**Q7 - Molimo Vas da ocijenite Vaš nivo saglasnosti sa sljedećim rečenicama koje iskazuju koliko ste zadovoljni svojim poslom.**

	Potpuno se ne slažem	Ne slažem se	Niti se slažem niti se ne slažem	Slažem se	Potpuno se slažem
Osjećam se poprilično zadovoljno svojim poslom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Imam veliki osjećaj zadovoljstva svojim radom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zadovoljan sam sveukupno svojim poslom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q8 - Molim Vas da ocijenite Vaš nivo saglasnosti sa sljedećim rečenicama koje se odnose na Vašu percepciju kompanije kada o njoj pričate drugim ljudima.**

	Potpuno se ne slažem	Ne slažem se	Niti se slažem niti se ne slažem	Slažem se	Potpuno se slažem
Govorim pozitivne stvari o svojoj kompaniji drugima	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preporučio bih svoju kompaniju nekome ko traži savjet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Uživam da pričam drugima o svojoj kompaniji

Govorim pozitivno o svojoj kompaniji drugima

**Q9 - Molim Vas da ocijenite Vaš nivo saglasnosti sa sljedećim rečenicama koje se odnose na usklađenost Vašeg ponašanja sa stvarima koje brend (Vaša kompanija) obećava. Obećanje brenda se odnosi na stvari koje kompanija obeća kupcima da mogu očekivati prilikom svake interakcije sa brendom. Brend je naziv, termin, znak, symbol, dizajn, ili kombinacija navedenog koji služi da su proizvodi i usluge prodavača prepoznatljivi, i da se razlikuju od konkurencije.**

	Potpuno se ne slažem	Ne slažem se	Niti se slažem niti se ne slažem	Slažem se	Potpuno se slažem
Ponašam se u skladu sa stvarima koje brend ove kompanije obećava	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uvijek sam zainteresovan/a da naučim o brendu svoje kompanije, i šta to znači za mene na mojoj poziciji	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prije komunikacije ili poduzimanja akcije, uzmem u obzir kako će	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

uticati na brend  
moje kompanije

Ako imam  
priliku, prenosim  
znanje o brendu  
moje kompanije  
na nove radnike

Pokazujem ekstra  
inicijativu da  
sam siguran/a da  
moje ponašanje  
bude u skladu sa  
obećanjem  
brenda moje  
kompanije

Preuzimam  
odgovornost za  
zadatake izvan  
moje oblasti ako  
je potrebno, npr.  
praćenje zahtjeva  
kupca itd.

**Q10 - Spol:**

- Muško
- Žensko
- Ne bih se izjasnio/la

**Q11 - Zaposlenje:**

- Puno radno vrijeme
- Pola radnog vremena

**Q12 - Radno iskustvo (u godinama):**

- Manje od godine dana
- 1-5 god.
- 6-10 god.
- 11-15 god.
- 16-20 god.
- Više od 20 god.

**Q13 - Koliko dugo radite u vašoj kompaniji (u godinama)?**

- Manje od godine dana
- 1-2 god.
- 3-4 god.
- 5-6 god.
- 7-8 god.
- Više od 8 godina

**Q14 - Industrija u kojoj radite:**

- Poljoprivreda, šumarstvo i ribarstvo
- Vađenje ruda i kamena
- Proizvodnja
- Snabdijevanje električnom energijom, plinom, parom i klimatizacijom
- Vodovod; kanalizacija; upravljanje otpadom i aktivnosti sanacije
- Izgradnja
- Trgovina na veliko i malo; popravka motornih vozila i motocikala
- Transport i skladištenje
- Usluge smještaja i prehrane
- Informacije i komunikacija (IT)

- Finansijske djelatnosti i djelatnosti osiguranja
- Poslovanje nekretninama
- Stručne, naučne i tehničke djelatnosti
- Administrativne i prateće uslužne djelatnosti
- Javna uprava i odbrana; obavezno socijalno osiguranje
- Obrazovanje
- Zdravstvo i djelatnost socijalnog rada
- Umjetnost, zabava i rekreacija
- Ostale uslužne djelatnosti
- Djelatnosti domaćinstava kao poslodavaca; djelatnosti domaćinstava proizvodnje za vlastite potrebe robe široke potrošnje i usluga
- Djelatnost eksteritorijalnih organizacija i organa
- Drugo:

**Q15 - Veličina kompanije za koju radite:**

- Velika (više od 250 radnika)
- Srednja (50-250 radnika)
- Mala (10-49 radnika)
- Mikro (manje od 10 radnika)

**Q16 - Koliko imate godina?**

- 18-24
- 25-34
- 35-44
- 45-67



## Appendix 5: Cronbach's Alpha Results

Cronbach's alpha results for all constructs

Construct name	Cronbach's Alpha
Employee-client focus	0.861
Visual identity	0.775
Brand personality	0.773
Consistent communications	0.803
Human resources initiatives	0.701
Organizational identification	0.811
Job satisfaction	0.834
Brand citizenship behavior	0.862
Word of mouth	0.863

*Source: Own work.*

## Appendix 6: H1 Regression SPSS Chart Outputs

H1 regression coefficients results table

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	.166	.155		1.072	.285	-.139	.470						
	Employee-Client Focus	.238	.066	.221	3.615	.000	.108	.368	.745	.212	.119	.293	3.417	
	Visual Identity	-.050	.057	-.046	-.880	.380	-.162	.062	.606	-.053	-.029	.401	2.495	
	Brand Personality	.289	.061	.265	4.744	.000	.169	.409	.727	.274	.157	.350	2.857	
	Consistent Communication	.138	.051	.146	2.709	.007	.038	.238	.705	.160	.089	.375	2.667	
	HR Initiatives	.333	.051	.348	6.526	.000	.233	.434	.763	.364	.215	.383	2.608	

Dependent Variable: Organizational Identification

Source: Own work.

H1 regression ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	175.460	5	35.092	127.955	.000
	Residual	76.242	278	.274		
	Total	251.703	283			

Dependent Variable: Organizational Identification

Predictors: (Constant), HR Initiatives, Visual Identity, Consistent Communication, Brand Personality, Employee-Client Focus

Source: Own work.

### H1 regression model summary

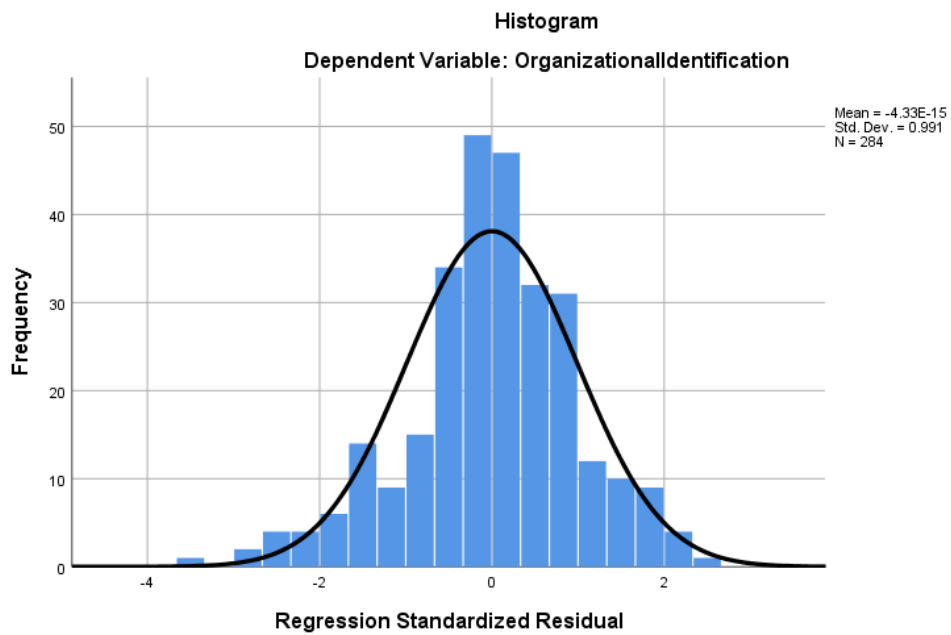
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.835 <sup>a</sup>	.697	.692	.52369	.697	127.955	5	278	.000	1.708

Predictors: (Constant), HR Initiatives, Visual Identity, Consistent Communication, Brand Personality, Employee-Client Focus

b. Dependent Variable: Organizational Identification

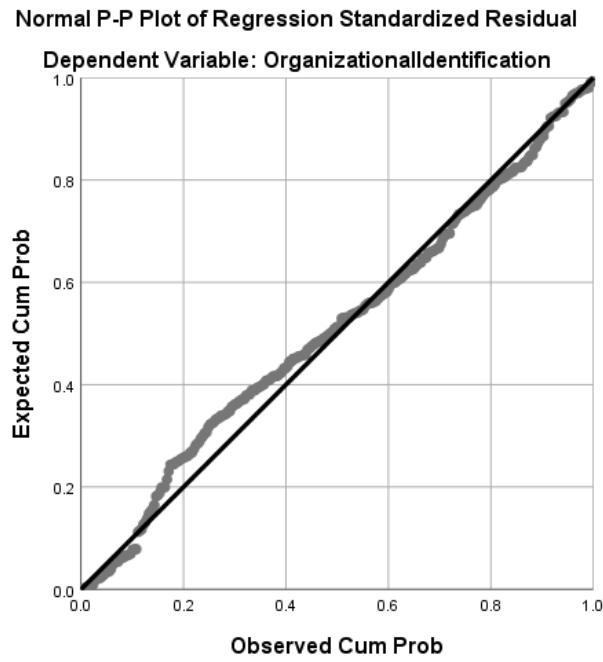
*Source: Own work.*

### H1 regression histogram



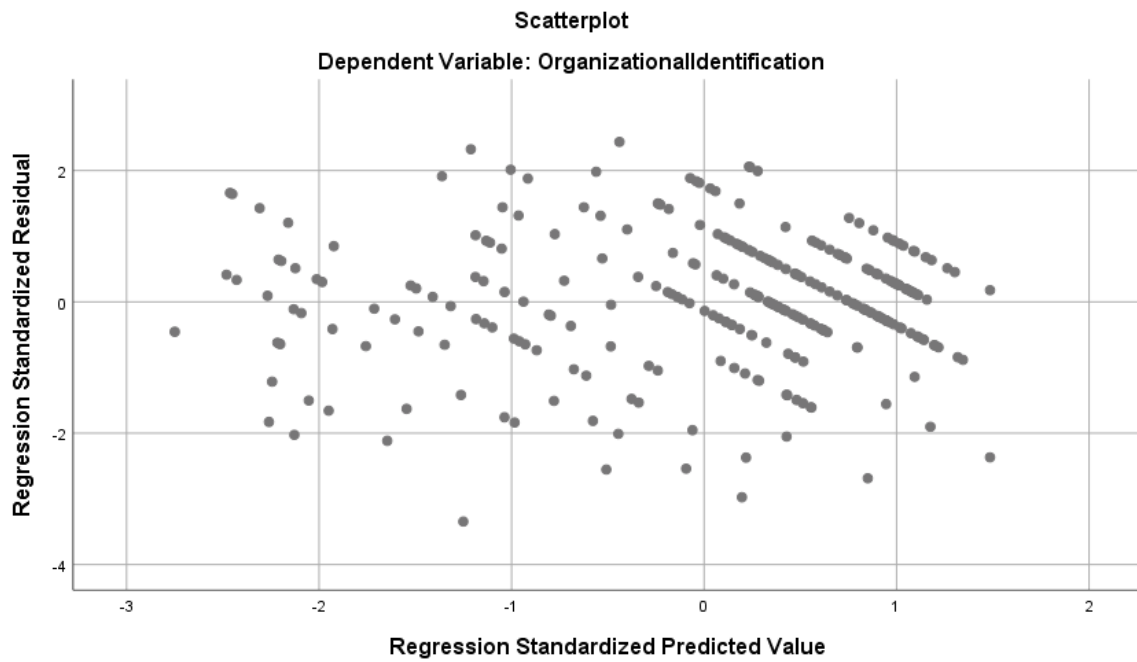
*Source: Own work.*

# H1 Regression normal P-P plot



Source: Own work.

# H1 regression scatterplot



Source: Own work.

## Appendix 7: H2 Regression SPSS Chart Outputs

H2 regression coefficients results table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.736	.136		5.424	.000	.469	1.003
	Organizational Identification	.811	.035	.808	23.034	.000	.742	.880

Dependent Variable: Job Satisfaction

Source: Own work.

H2 regression ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	165.526	1	165.526	530.550	.000
	Residual	87.981	282	.312		
	Total	253.507	283			

Dependent Variable: Job Satisfaction

Predictors: (Constant), Organizational Identification

Source: Own work

H2 regression model summary

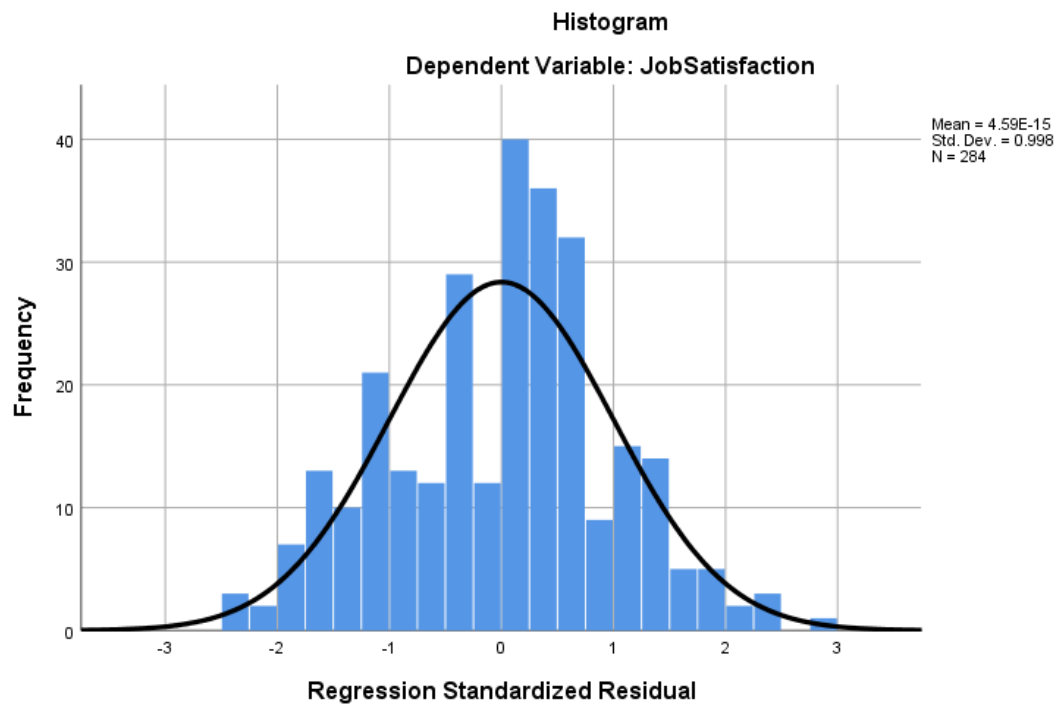
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.808	.653	.652	.55856	.653	530.550	1	282	.000	1.797

Predictors: (Constant), Organizational Identification

b. Dependent Variable: Job Satisfaction

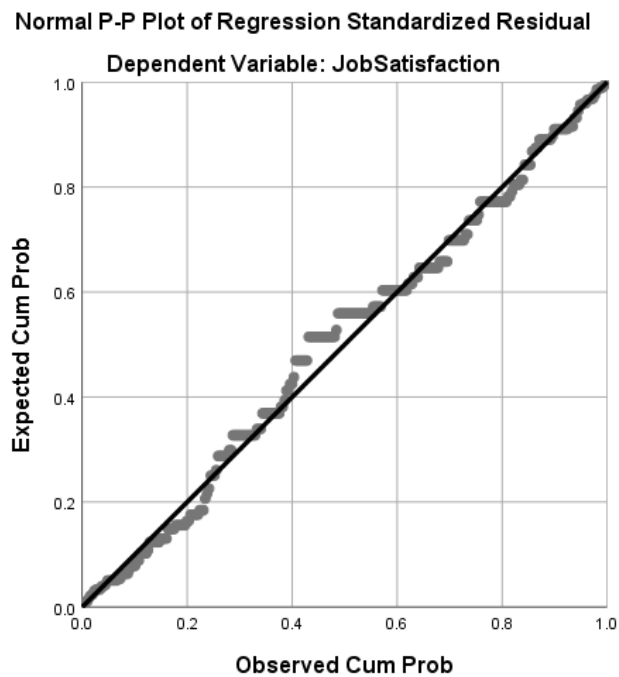
Source: Own work.

## H2 regression histogram



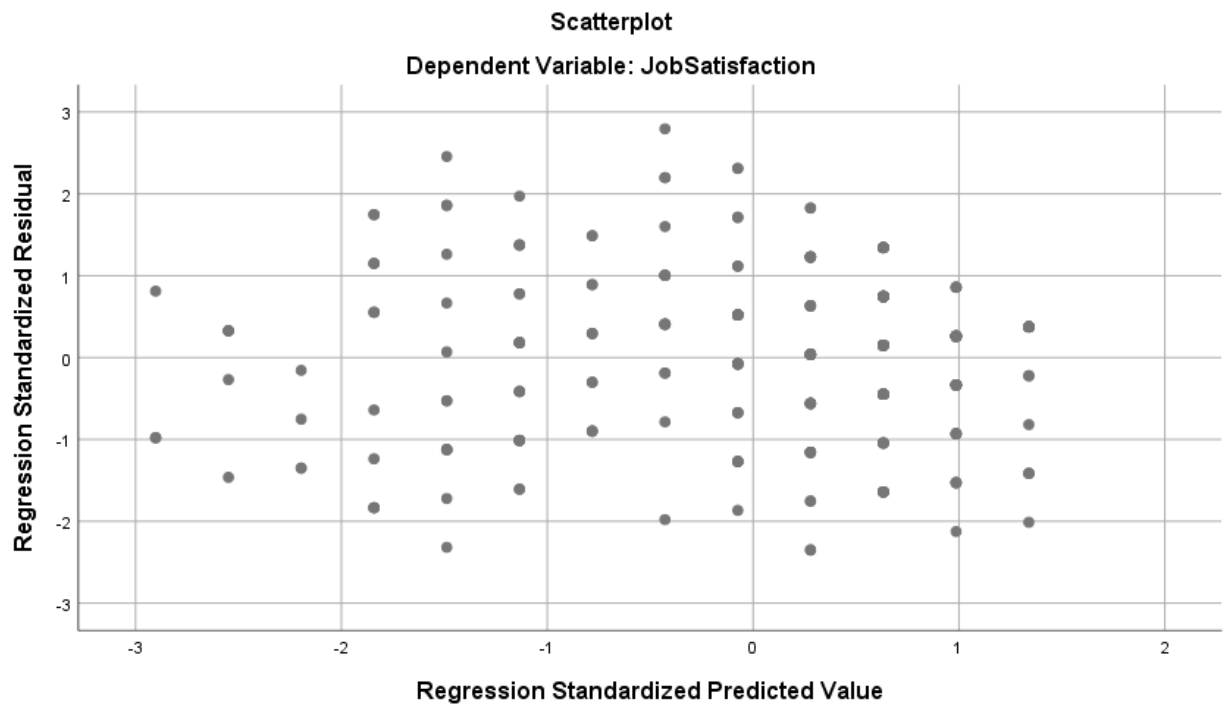
*Source: Own work.*

## H2 regression normal P-P plot



*Source: Own work.*

## H2 regression scatterplot



*Source: Own work.*

### Appendix 8: H3 Regression SPSS Chart Outputs

H3 regression coefficients results table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.888	.134		6.608	.000	.624	1.153
	Organizational Identification	.772	.035	.797	22.142	.000	.704	.841

Dependent Variable: WOM

*Source: Own work.*

H3 regression ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	150.078	1	150.078	490.269	.000
	Residual	86.324	282	.306		
	Total	236.402	283			

Dependent Variable: WOM

Predictors: (Constant), Organizational Identification

*Source: Own work.*

H3 regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.797	.635	.634	.55328	.635	490.269	1	282	.000	1.439

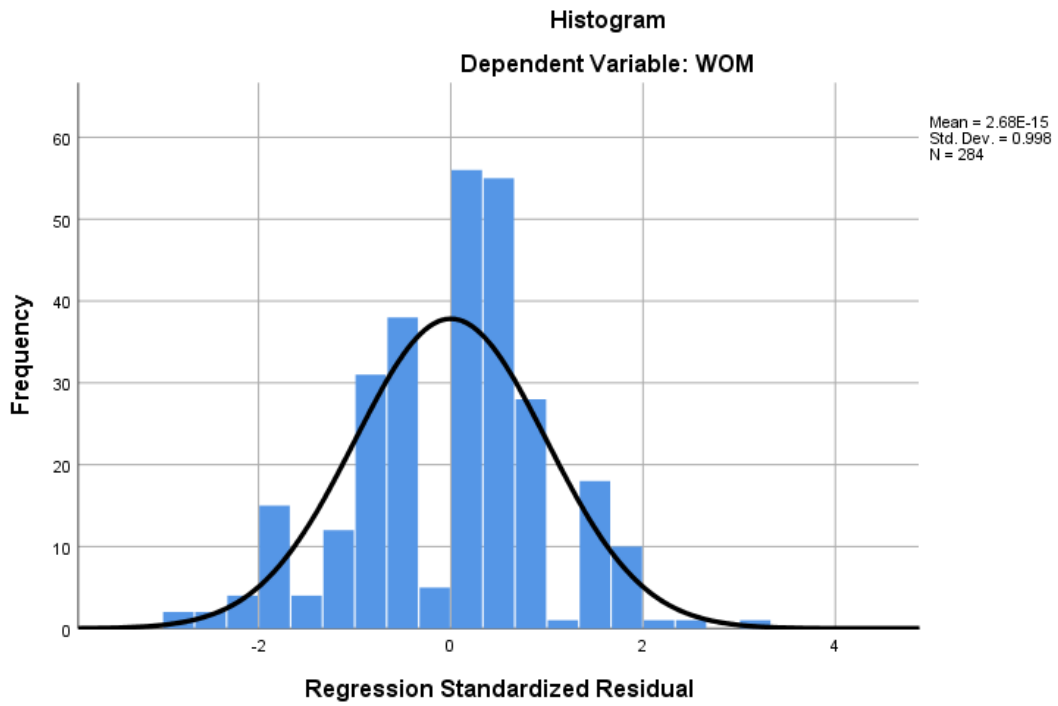
Predictors: (Constant), Organizational Identification

Dependent Variable: WOM

*Source: Own work.*

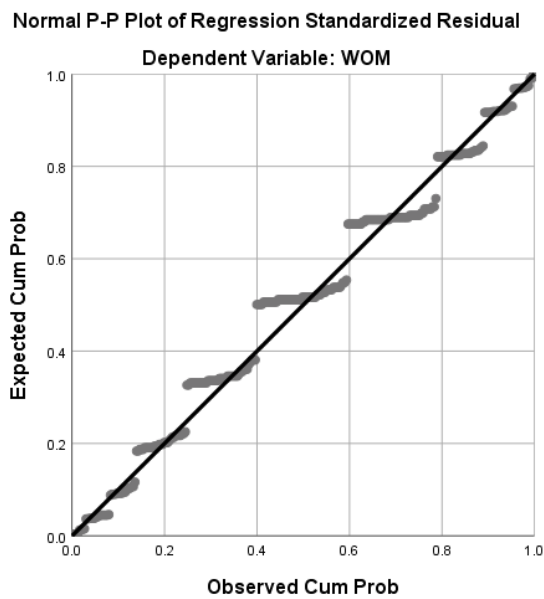


### H3 regression histogram



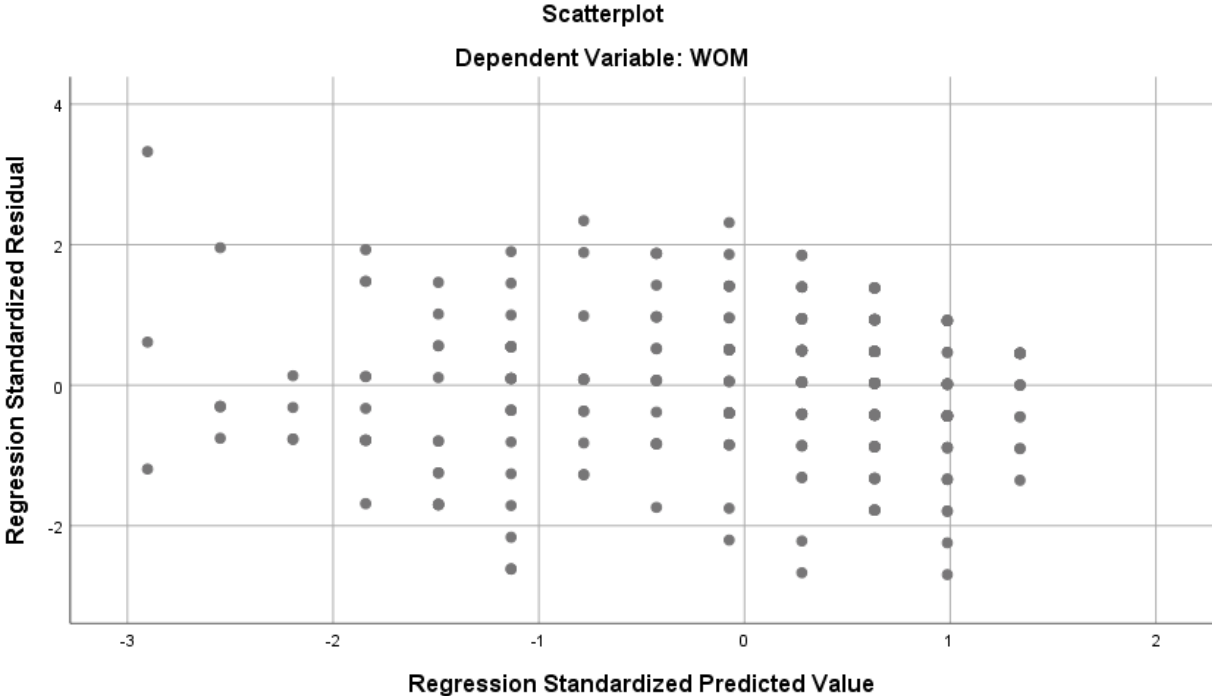
Source: Own work.

### H3 regression normal P-P plot



Source: Own work.

H3 regression scatterplot



Source: Own work.

## Appendix 9: H4 Regression SPSS Chart Outputs

H4 regression coefficients results table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.867	.134		6.459	.000	.603	1.131
	Job Satisfaction	.772	.035	.799	22.332	.000	.704	.840

Dependent Variable: WOM

*Source: Own work.*

H4 regression ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	151.013	1	151.013	498.725	.000
	Residual	85.389	282	.303		
	Total	236.402	283			

Dependent Variable: WOM

Predictors: (Constant), Job Satisfaction

*Source: Own work.*

H4 regression model summary

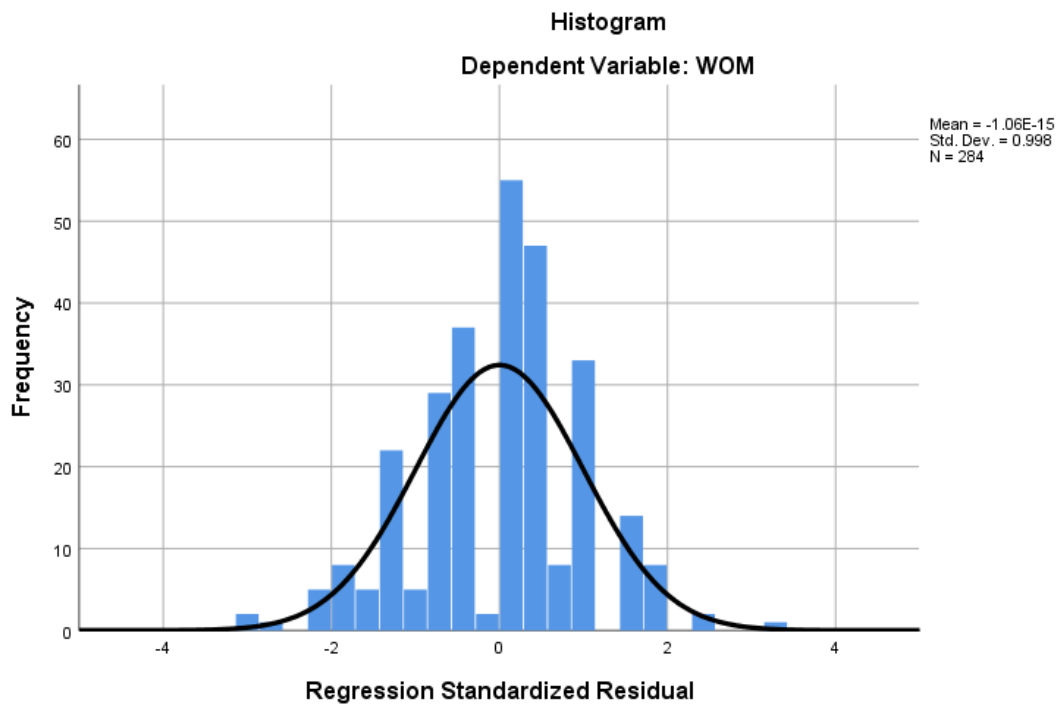
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.799	.639	.638	.55027	.639	498.725	1	282	.000	1.646

Predictors: (Constant), Job Satisfaction

Dependent Variable: WOM

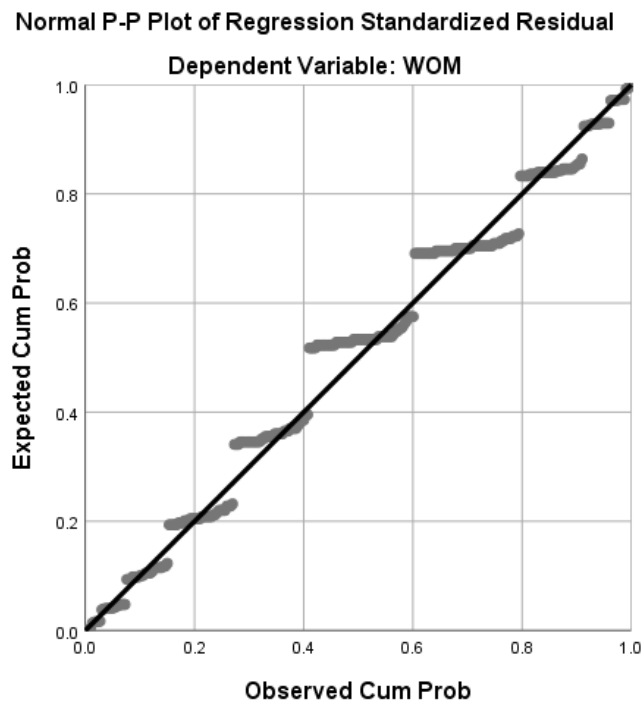
*Source: Own work.*

#### H4 regression histogram



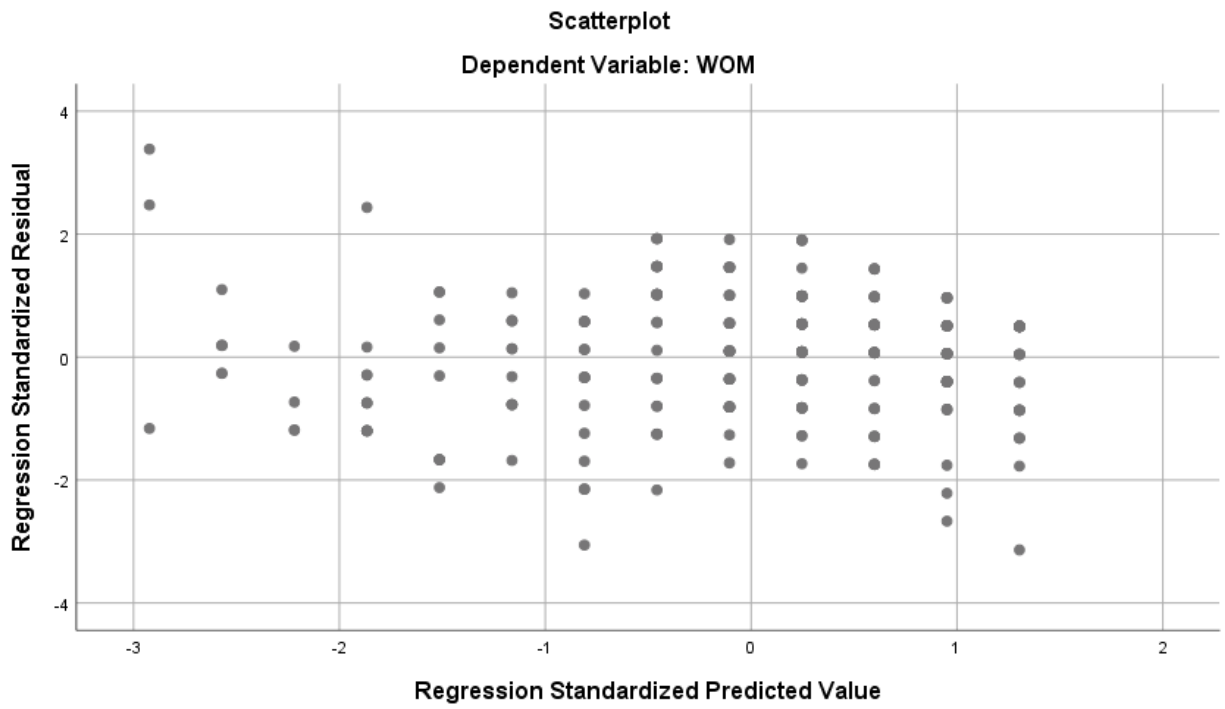
Source: Own work.

#### H4 regression normal P-P plot



Source: Own work.

#### H4 regression scatterplot



*Source: Own work.*

## Appendix 10: H5 Regression SPSS Chart Outputs

H5 regression coefficients results table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.212	.128		9.450	.000	.960	1.465
	Organizational Identification	.687	.033	.776	20.629	.000	.621	.752

Dependent Variable: Brand Citizenship Behavior

*Source: Own work.*

H5 regression ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118.666	1	118.666	425.555	.000
	Residual	78.636	282	.279		
	Total	197.302	283			

Dependent Variable: Brand Citizenship Behavior

Predictors: (Constant), Organizational Identification

*Source: Own work.*

H5 regression model summary

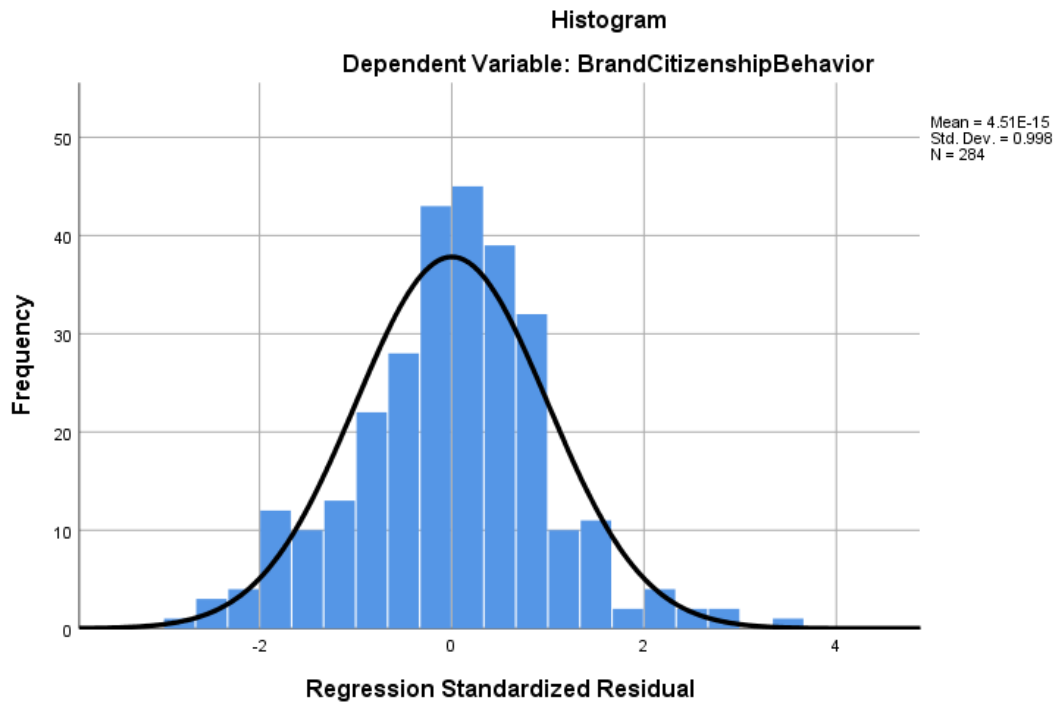
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.776	.601	.600	.52806	.601	425.555	1	282	.000	1.558

Predictors: (Constant), Organizational Identification

Dependent Variable: Brand Citizenship Behavior

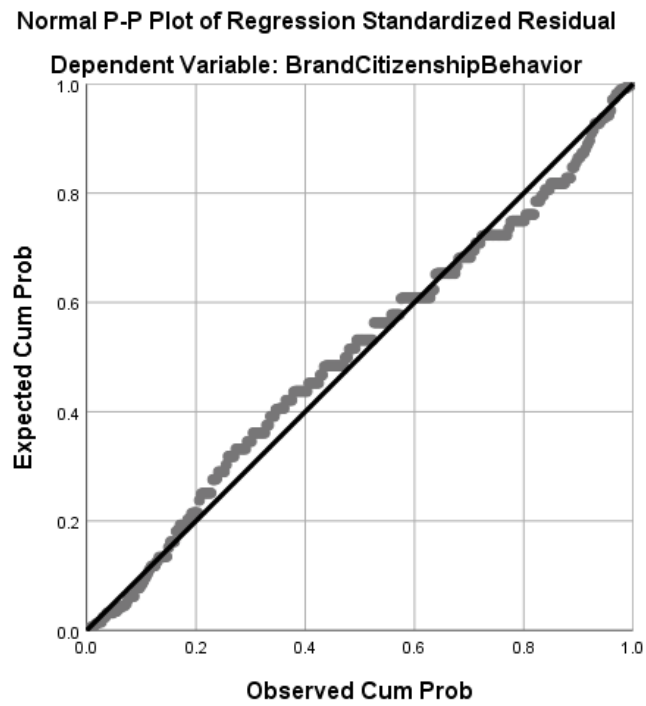
*Source: Own work.*

### H5 regression histogram



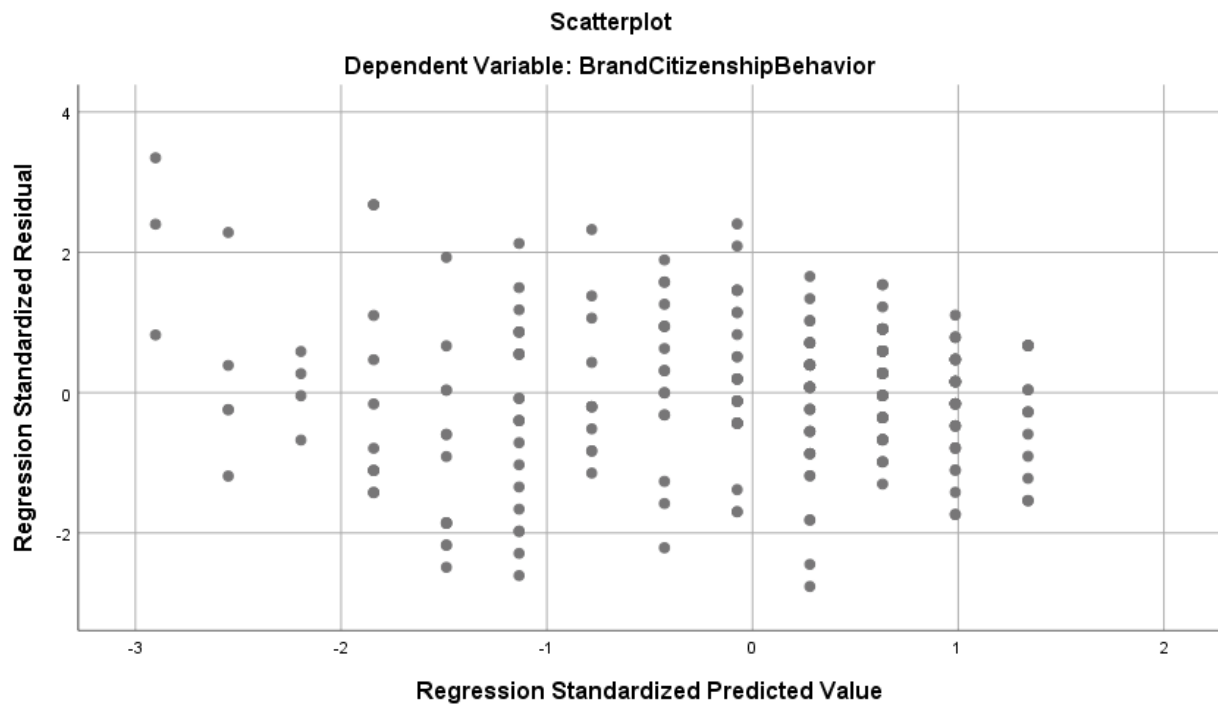
*Source: Own work.*

### H5 regression normal P-P plot



*Source: Own work.*

### H5 regression scatterplot



Source: Own work.



## Appendix 11: H6 Regression SPSS Chart Outputs

H6 regression coefficients results table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.227	.131		9.387	.000	.969	1.484
	Job Satisfaction	.677	.034	.768	20.129	.000	.611	.744

Dependent Variable: Brand Citizenship Behavior

*Source: Own work.*

H6 regression ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	116.333	1	116.333	405.160	.000
	Residual	80.970	282	.287		
	Total	197.302	283			

Dependent Variable: Brand Citizenship Behavior

Predictors: (Constant), Job Satisfaction

*Source: Own work.*

H6 regression model summary

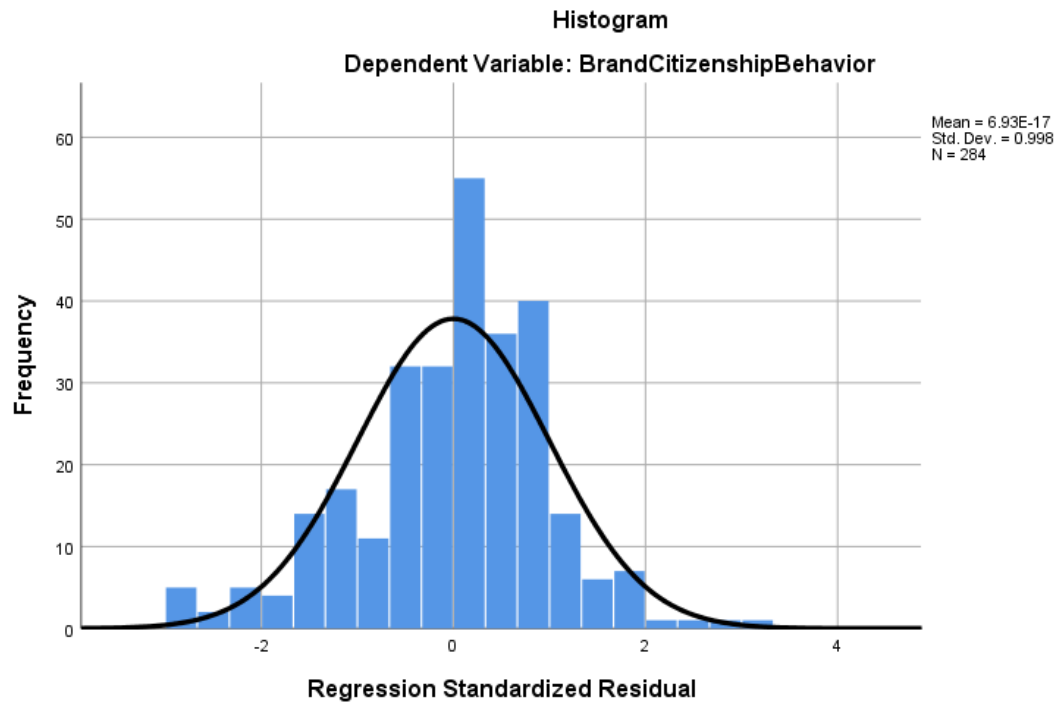
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.768	.590	.588	.53584	.590	405.160	1	282	.000	1.493

Predictors: (Constant), Job Satisfaction

Dependent Variable: Brand Citizenship Behavior

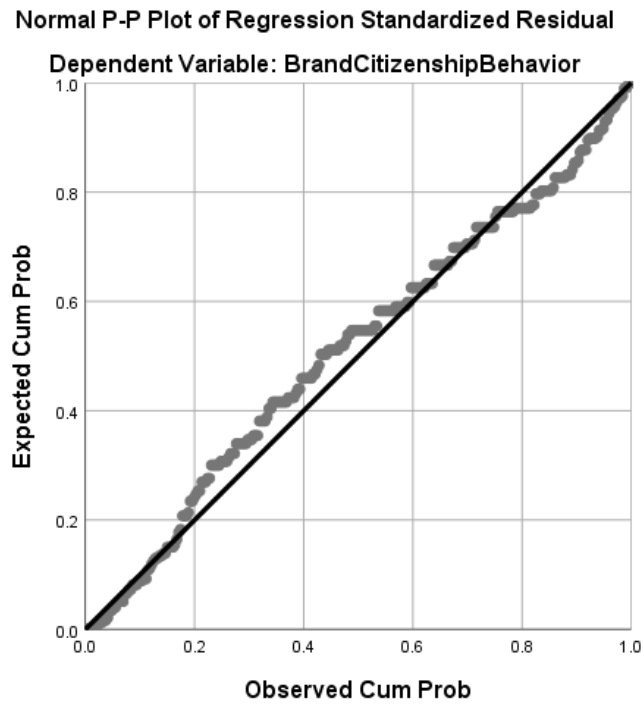
*Source: Own work.*

### H6 regression histogram



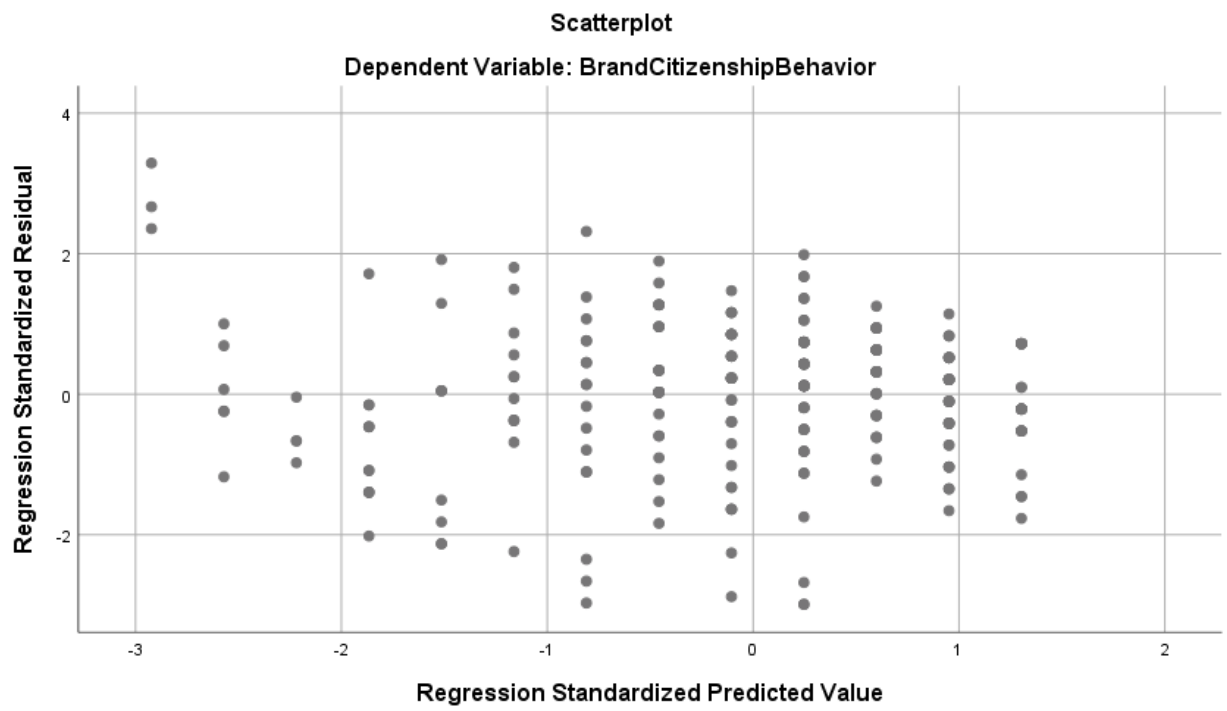
*Source: Own work.*

### H6 regression normal P-P plot



*Source: Own work.*

H6 regression scatterplot



Source: Own work.