# Significance of Employee Brand Building Behaviour to Improving Outlook of Public Sectors' organizations in India -A Systematic Literature Review

**Ms. Mala Sharma, Dr. Pratibha Verma**

Assistant Professor
*Galgotia University, Greater Noida, India*
*mala.sharma_phd2019@galgotiasuniversity.edu.in*


Corresponding Author


**Ms. Mala Sharma**
mala.sharma_phd2019@galgotiasuniversity.edu.in

**Abstract**
The goal of this study to facilitates the understanding of employee brand building behaviour and significance of employee branding for the desired outcomes of the organization. It presents the improving outlook of Public Sectors' organizations in India. This research study how authentic leadership and employee engagement shape the employee behaviour that affects an organization's ability to succeed. In this regard, the purpose of this work is to examine how employee branding is conceptualised and to present potential areas for further study. This study is literature review that draws a particular research archive on employee branding and employee brand building behaviour published till 2021. Employee brand building behaviour has a significantly positive influence on public sector work place effectiveness to achieve success that serve as source of competitive advantage rather than just being names or symbols. Through employee brand building behaviour organization may be able to reduce turnover of potential employees, customer retention, improved service quality, productive workplace and encourage employees to develop brand integrity for external stakeholders. The study will help to be beneficial with an organization plagued with retention and turnover issues .

**Keywords-** Authentic Leadership, Employee Branding, Employee Brand Building Behaviour, Organization , Work Engagement .

## 1.      Introduction

Twenty-first century consider an era of rapid growth for service organizations where employees performance plays a significant role in achieving brand image with desired outcomes. In this globalization era, where digital has evolved into a realm that exists side-by-side with the actual world, one that never sleeps, has no borders, and is governed by its own set of rules, standards, and processes (Shen and Bissell, 2013; Ott *et al.*, 2016; Gautam and Sharma, 2017; Sanni *et al.*, 2018). Employee consider as an asset to achieve the competitive advantage in the commercial and digital world in this century. In literature many researcher ((Iyer, Davari and Paswan, 2018;King and Grace, 2010; Poulis and Wisker, 2016; Elsafty and Ragheb, 2020) emphasized vital role of human resource who create differentiation to achieve desired outcomes in cut-throat ambitious climate. Employees play a crucial role in every firm acknowledged from more than 40 years ago, few authors identified internal customers are the employees (du Preez and Bendixen, 2015). The concept of employee brand building behaviour has taken from employee branding theory. The concept of employee branding states that customer-facing employees' behaviour shapes how customers perceive a service provider. Internal branding of employees is a process of employee branding (Miles and Mangold, 2004).
Employees are now viewed as vital actors within businesses who help the company achieve its goals, which helps to increase brand equity (Punjaisri, Evanschitzky and Wilson, 2009). The most important role of communications inside the organization that significantly affect how customers perceive a business brand are employee brand-building behaviours. (Morhart, Herzog and Tomczak, 2009).

## 2.      Method

This research represents a systematic literature review of employee brand building behaviour(EBBB)concept. It is described as a method for choosing and evaluating the literature that has been published on a given topic using an organised methodology (Gregory and Dennis 2018). PRISMA 2020 has been used to prepare the review. (Page et al., 2021).  After eliminating a duplicate entry and a paper written in a language other than English, 385 papers were found using the search phrase, which initially produced a total of 387 entries, including empirical research and reviews. In the end, there were 321 papers, of which 279 were empirical studies and 42 were reviews or conceptual papers. An additional 64 papers were excluded as a result since they did not focus on employer attractiveness in a broader sense. This study design's key feature is that it reviews the literature rigorously and critically and simpler to recognize (Saleem and Iglesias, 2016). For this research database has taken from various renowned research papers (Emerald, Sage, Taylor etc.) articles and documents published on employee brand building behaviour and different branding managements during the previous 30 years. It's crucial to remember that the contributions from each research were extracted taking into account many areas, contributing factors, antecedents, and dimension are example of internal branding. The information was treated, and it was interpreted easier by this procedure.

## 3.      Conceptualization of EBBB:

The EBBB notion make progression of the literature on employee branding that discusses how potential employees' behaviour affects how customers perceive the company's brand (Miles and Mangold, 2004). To understand the concept of EBBB internal marketing (i.e., organisation culture orientation, employee training, and management planning & styles) as well as  external marketing (i.e., public relations and branding style) can be used by a business to establish its brand ((Xie *et al.*, 2016a). While authors have referred to employees as "brand ambassadors" or "brand maniacs," "brand champions," and "brand evangelists," the terminology used in earlier literature on the subject is very ambiguous (VanAuken, 2003). One author (Berry, 2000) specified tangible conceptualization of employee brand building behaviour that defines involvement employees in an organization towards customer-focused branding initiatives, both on the job and off the job required for the success of the organization. Many authors defined employee brand building behaviour with different dimensions. (Morhart, Herzog and Tomczak, 2009) specified three factors of EBBB, i.e., retention, role of inside-outside brand building behaviour of employees in an organization whereas (Xie *et al.*, 2016b) defined 4 dimensions of EBBB retention, inside -role brand building behaviour, perfect contribution and  word of mouth. Therefore, initial study of literature defines the objectives of EBBB to promote the internal branding in an organization and to ensure that employees are eager to fulfil the brand promise to stakeholders outside the company, resulting in harmony between internal and external brand messaging.

**Definitions of Employee brand building behaviour-EBBB**

| References | Definitions |
|---|---|
| (Rafiq and Ahmed, 2000) | Employee Brand Building Behaviour consider in addition to achieving client happiness through internal marketing to encourage employees to present the desired organisational image, it makes use of all organisational systems, including internal marketing strategies. |
| (Miles and Mangold, 2004) | Reduced turnover, increased employee satisfaction and performance, improved service quality, and a higher degree of client retention are all results of effective employee branding initiatives. |
| (MacKenzie, Podsakoff and Jarvis,2005) | Employee brand-building behaviours consider as remarkable work in capacity of leading-edge employees in mouldable client's experience in the job ambience. |
| (Morhart, Herzog and Tomczak, 2009) | On-the-job involvement and good off-the-job behaviours, word of mouth are the most significant extra-role brand-building behaviours of employees. |
| (Punjaisri, Evanschitzky and Wilson, 2009) | Internal branding support the EBBB that impact the employee's behaviour to support them to be committed, loyal towards the brand. |

(Lishan and Yaoqi, 2011)                          EBBB serves like a link between internal brand messaging inside an organisation and how customers view that brand.

(Vallaster and Lindgreen, 2013)    Frontline staff members acting as brand ambassadors are referred to as engaging in in-role EBBB.

(King and So, 2015)                          EBBB is an important tool that transform employees' attitude and perception, achieve by internal branding and HR practices.

(Garas, Mahran and Mohamed, 2018)          Employee branding perceived as internal branding that defines the employee role better for job performance known as employee brand supporting behaviour.

(Adamu *et al.*, 2019)                          Employee brand fit is crucial in defining how employees view the firm and its brand, which in turn affects their attitudes and behaviours.

(Xiong and King, 2019)                          As evidenced by extra-role employee brand-aligned attitudes and behaviour, employee-based brand equity is realised.

(Osakwe *et al.*, 2020)                          A sophisticated viewpoint required for brand adaptation as a multifaceted reality that more illuminates its connections to the branding practises and brand identities of local SMEs.

(Batt *et al.*, 2021)                          Suggested the significant role of corporate sponsorship towards brand understandings, brand commitment and employees brand behaviour

**Table 1 : Definitions of Employee brand building behaviour-EBBB**
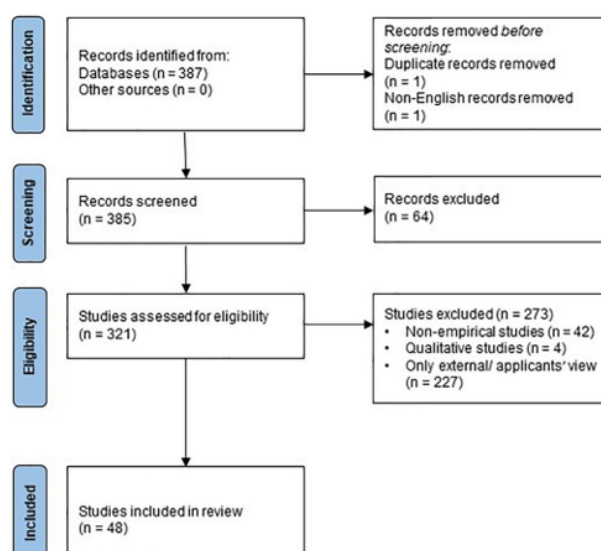


**Fig.1 PRISMA MODEL Diagram**

## 4.        Antecedents of EBBB

The study hasn't gone into great detail about the causes of EBBB. Majority research has concentrated on examining its elements and results, but it is also vital to examine the dimensions that make EBBB implementation easier. Because they foster favourable conditions for the process of EBBB implementation, this analysis identified authentic leadership and work engagement of employees are the two essential organisational antecedents for EBBB. Employee behaviour apply internal/employee branding methods to inspire the employees to achieve desired organizational goals (Miles and Mangold, 2004). In response to business failure due to malpractices of ethical conduct across the industries worldwide in the twenty-first century need arise of a value-based leadership to boost confidence, principles and to foster the reputation of the organizations (Gardner *et al.*, 2011). Authentic leadership raise the demand of strong leadership paradigm (Copeland, 2016). Such leaders consider by what they believe in preference than a desire to be liked or admired (Yukl and Becker, 2006). In brand balanced organization leaders always ready to invest time & money to internalise brand

2864

promotion for the long-term benefits (Iyer, Davari and Paswan, 2018). The author emphasises the importance of leaders in changing shape of behaviour of employees since they are in charge of inspiring staff members to adopt actions consistent with brand ideals. By encouraging the adoption of brand values within businesses via good leadership and employee communication ensures employee involvement that play significant role to promoting the brand value (Xie *et al.*, 2016b). On the other hand, work engagement plays an important role to shape the attitude and behaviour of employees to attain the desired results in such a competitive age. When employees show profound dedication, team work attitude, received feedback positively, good communication with associates' employees in an organization it considers work engagement behaviour of an employee. This term was first defined by (Khan,1990), he explained employee engagement in sense of physical, cognitive and emotional behaviour of each individual while job performance. Later (Schaufeli and Colleagues, 2002) defined a committed employee's state of mind when it comes to their work, accomplish given task positively. For instance, key personal factors that influence work engagement include trait competitiveness, confidence, core self-observations, capacities, and locus of control (Karatepe and Demir, 2014 ; Karatepe and Olugbade, 2009; Lee et al., 2015).(Zhang, Guo and Newman, 2017) showed a positive relationship exists between organisational identity and work engagement, and that a good relationship exists between pride and respect as well. Employee brand building behaviour can therefore be utilised as a positioning tool or as a source of competitive advantages. Engagement at work is described as "the positive, fulfilling and work-related state of mind that is characterised by vigour, dedication, and absorption." Higher levels of job engagement have since been associated with improved performance (Van Wingerden and Van Der Stoep, 2018).

## 5. Dimensions of EBBB

EBBB has not been defined precisely, and it also has to have its dimensions defined. Different dimensions were identified during this review based on authors.

**Authentic Leadership:** Leaders play a key role in organizations in regard to motivating the employees, developing learning attitude, commitment, encouragement among them by showing them effective communication, supportive conduct and encouraging staff to share their own thoughts and views (Delić *et al.*, 2017). Authentic leadership foster the working environment by providing support and build trust among the employees and management (Avolio and Gardner, 2005). Authentic leadership in an organization contribute the positive work culture by sharing knowledge and ideas efficiently that increases the morale of employees to share information, knowledge and ideas (Xiong *et al.*, 2016). Authentic leadership concept coins by the (Walumbwa *et al.*, 2008) that conceptualized by a dimension of a leader that represents a pattern of behaviour that represents combinations of positive ethical climate and positive psychological capacities. Employees are considered the production strength of the organization; they directly contribute the organization success. Employees' attitudes, behaviours, and performance directly contribute to productivity, organizational performance, and success. So, employees are considered as in internal brand of the organization (Walumbwa *et al.*, 2008). Employees consider the organizational problems as their own, when they experience deep rooted terms with their organization According to (Kim and R.Hee, 2016). Authentic leadership helps the employees to forward and share supportive information, long-term positive relationship that contribute productivity, organizational better performance, success(dhiman,2019). Employees like the organization more and tend to maintain long relationship with the organization when the authentic and conceivable leaders provide conducive environment to their employees (Walumbwa *et al.*, 2008).

**Work Engagement:** It relate the employee's positive behaviour at work that leads productivity and positive outcomes, it's also related with employee's positive mind state for desired result. Frontline workers are expected to play roles that are consistent with the idea of engagement, which is defined as being physical, mental, and psychologically committed to their profession while displaying high degrees of passion (Park, Johnson and Chaudhuri, 2019). Vigour is defined as being extremely energetic and resilient when working whereas being devoted to something means having a strong sense of purpose and being extremely engaged in what one does. Work engagement is increasingly essential for motivating employees, increasing productivity, and boosting competitiveness (Saks and Gruman, 2014). Work Engagement of employees increases job satisfaction, and greater satisfaction of customer scores (Harter, Schmidt and Hayes, 2002) give better outcomes in work- performance (Bakker and Demerouti, 2008). Work engagement improves employee and

customer satisfaction while decreasing attrition rates, which boosts overall organisational effectiveness (Park, Johnson and Chaudhuri, 2019). Personal qualities of employees are referred to as assets that increase their motivation at work (Xanthopoulou *et al.*, 2009). As a result, businesses work to improve employee performance in order to increase their resilience and profitability (Al-Tahat and Bwaliez, 2021; Rifai and Susanti, 2021). In addition to utilising, one's strengths, a worker's level of work involvement is a significant predictor of performance at the workplace. Even more so, because it ignites a motivating process in the worker and raises levels of job engagement, meaningful work motivates others to do their best work.. Employee behaviour often aids a business acquiring a competitive edge through elevating brand inside the employees minds also inspire employees in accomplishing brand commitment to third parties (Miles and Mangold, 2004). Employee branding influences the brand attitudes of employees (Buil, Martínez, & Matute, 2016; (Punjaisri, Evanschitzky and Wilson, 2009)Burmann, Zeplin, & Riley, 2009) that minimises gap in job performance and improves the customer-brand relationship. So, using employee branding as a positioning strategy or a source of competitive advantages is a possibility. Engagement in work is characterised as the as "the positive, fulfilling and work-related state of mind that is characterised by vigour, dedication, and absorption." Higher levels of job engagement have since been associated with improved performance (van Wingerden and van der Stoep, 2018). Therefore, this literature found that work engagement of employees in-role performance both directly and indirectly impact the employee branding (Amnha et. al, 2021).

## 6.     Outcomes of EBBB

The way when human resource construct their brands influences how customer view those brands.

As per literature review study few authors consider the leadership role in employee brand building behaviour as its outcome expectancies in employees' behaviour in job performance by strengthening both effort the role of leadership– (Givens, 2011 ; Yammarino, 1998). The brand building team members serve as the organization's spokesperson, turning brand vision into brand reality (Berry, 2000). Based on a thorough study of the literature over a diverse body of knowledge including employee branding, brand communities, relationship marketing, services marketing, and organisational citizenship behaviours proposed the Employee brand building behaviour outcomes as employees' engagement in an organization's customer-focused branding initiatives consider both on and off the job (Morhart, Herzog and Tomczak, 2009). One author suggested how the internal / employee branding affects employees' attitudes and behaviours to deliver on the brand promise (Punjaisri, Evanschitzky and Wilson, 2009). EBBB consider the important tool to the employees in terms of accomplish on- job performance and inspire the employees to take part in the process of developing the brand of the company (Lishan and Yaoqi, 2011). By enhancing the company's brand image through the EBBB that shapes employees can overcome unfavourable views and communication barriers (Xie *et al.*, 2016b). On the other hand, (du Preez and Bendixen, 2015) revealed that employee branding stimuluses employee retention intentions and work happiness in addition to brand commitment and brand loyalty actions and this strongly suggested by (Piehler *et al.*, 2016), who recognized brand loyalty, brand comprehension as additional results of internal branding. Although (Hofer and Grohs, 2018) brought the issue to light that organization's consumer-targeted commercialization outside, which shapes how employees view the brand. The results of employee branding with EBBB are influenced by an additional component that the present study has added: perceived external brand prestige. Few findings encourage EBBB by SMEs to prioritise investing in practises that are brand-focused because study found that in order for individuals to develop their own brand identity, they must have the proper comprehension that brand orientation comprises of three crucial components: brand norms, values, and artefacts. (Osakwe *et al.*, 2020).

## 7.     A Proposal for conceptual model of EBBB

The goal of this study is to provide a conceptual model based on the empirical information found in the literature review after carefully evaluating each of the components that conceptualize EBBB. This study also took into account the weight that the authors assigned to each component of the conceptual model. Despite the fact that employee brand creation is still a new topic, the conceptual model proposed in this study (Fig. 1) contributes significantly to the consolidation of existing employee branding information. This concept suggests that employee brand building behaviour and employee branding are organisational precursors that make it easier to apply branding to the organization to achieve success. Because they view both as two crucial elements for their organisational success, businesses that use these two strategies

are more likely to carry out internal branding initiatives. This model presents the EBBB as a collaboration between the human resources and marketing divisions. It has two components: 1) Authentic Leadership; Authentic leadership helps the employees to forward and share supportive information, long-term positive relationship that contribute productivity, organizational better performance and success (Dhiman and Arora, 2020). 2) Work Engagement; Work Engagement among employees increases job satisfaction, and greater satisfaction of customer scores, (Harter, Schmidt and Hayes, 2002) results in better work production(Bakker and Demerouti, 2008). The outcomes include employee brand knowledge, brand identification, brand commitment, brand loyalty, and brand citizenship behaviours that motivate employees to develop such brand image with external stakeholders. The actual data provided in the literature supports the order of EBBB results shown in conceptual model.
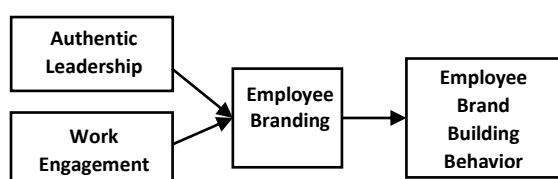


**Figure. 1: Conceptual Model of EBBB**

The majority of definitions of employee brand building behaviour portray it from a broad standpoint; nevertheless, the definition put forth in this study takes into account the multidimensionality of employee branding in its constituents and results, providing a thorough conception. This study acknowledges the need for additional study on this topic. A conceptual model and definition offered in this study can be utilised as a starting point to establish a shared understanding of EBBB.

## 8.        Managerial Implication of EBBB from this Literature Review

This research has shown that employee behaviour comprises internal efforts to spread the word about the brand among employees in addition to external initiatives in an organization. In this regard, leaders must view employee branding as a crucial step in their brand management behaviour strategy that successfully supports all external and internal brand efforts. This section will demonstrate various managerial consequences with the goal of aiding in the adoption of employee branding. First, this literature review found that employee branding behaviour is a procedure that spans many departments, including marketing and human resources according to this study. Therefore, when organising, carrying out, and keeping track of employee behaviour, leaders play a vital role to strategically combine these two areas. Employee branding behaviour is key responsibility of both marketing as well HR department to improve brand-based performances of employees. Second, as per the literature analysis, brands have evolved into strategic assets for businesses since they may serve as sources of competitive advantage rather than just being names or symbols. Businesses need to adopt a brand orientation strategy that converts their brand into a strategic asset if they want to succeed. Third, assessing employee brand views, attitudes, and behaviour through routine internal market research and making the required decisions in response to the findings. This study also encourages businesses to focus on their internal branding because human resource is essential through their attitudes, behaviours, and representation of the business as brand. Fourth, this literature study suggests that organisations should apply employee branding because of its positive effects on employees internally and externally. Then all the results encourage employees to develop brand integrity for external stakeholders. Employees that successfully internalise the brand will be able to represent it in front of external stakeholders, fostering brand integrity therefore employee branding is a basic element inside the brand-oriented approach.

## 9. Limitation and Future Research in the field of EBBB

There are limitations on this study. There are numerous potential components of organisational internal brand management that establish connection between supportive leaders and EBBB(Xie *et al.*, 2016a). It crucial to look into how different leadership philosophies and work engagement affect how employees brand themselves. Customers' familiarity with the service volume of employee and the service provider for instance, are anticipated to have an impact (Ryu et al., 2012; Sirianni et al., 2013). Future research is needed since the conceptual model presented in this study is the product of a literature review, in order to experimentally evaluate the connections found between the antecedents, dimensions, and outcomes of EBBB(Herzog and Tomczak, 2007). Researchers can also examine the moderating effects between the conceptual model's aspects. To ascertain the role of a leader's style and work engagement in the development of different EBBB, as well as the effect of an employee's characteristics and attributes on the development of their brand-building behaviour, more study is needed (King and So, 2015).

## 10. Conclusion

Considering how important brand management is to businesses, employee branding has been more relevant now a days. Previous studies highlighted the lack of agreement among researchers over the definition of EBBB that encouraged further research to support their theory (Punjaisri, Evanschitzky and Wilson, 2009). Because of this, the purpose of this work was to examine how employee branding is conceptualised and to present potential areas for future study. The primary antecedents, aspects, and effects of employee branding are identified by the research's behaviour concept for employee branding(Gulati, 2018). The organisational precursors of employee branding behaviour were identified as brand loyalty and job-performance. Authentic leadership, work-engagement and employee branding are the main dimensions of EBBB. These factors influence the implementation procedure, which requires the marketing and human resources departments to collaborate across functional lines (Xiong and King, 2019; Garas, Mahran and Mohamed, 2018). In order to diversify the methods used by researchers to come at their conclusions and to draw meaningful generalisations regarding employee branding behaviour, some methodological considerations are also important. Although the conceptual model put out in this work is an important contribution to the conceptualization of EBBB, the model's constructed relationships should be experimentally evaluated, researchers are recommended to do (Adamu *et al.*, 2019; Ta'amnha and Jordanian, 2021). Finally, this study aimed to synthesise the data from the literature to offer a perspective of EBBB. The suggested conceptual model is a place to start when trying to bring the many notions of employee branding together, but further research is needed to develop a comprehensive definition.

## 11. Gap Identification

Brand identity is crucial for giving management attitudes toward brand building behaviour greater concreteness, it has been highlighted that an organization's brand-building actions are just as important as its brand orientation (Tuominen *et al.*, 2016). As per the empirical study conducted on a series of psychological liabilities for employees and supervisors may result from psychological contracts but still need to examine the influence on employee building behaviour by such factors. (Lishan and Yaoqi, 2011). Moreover, it is suggested that entrepreneurial efforts geared toward brand building, which would include resource commitment and the passion of the entrepreneur, would translate into greater brand recognition and indeed into brand identity enabling (Centeno, 2013; Agostini, 2015) Previously, literature reviews portrayed employee branding as unidimensional and multi-dimensional concept. Although, there hasn't been any construct reached on the dimensionality of the employee branding construct up to this point. It still needs empirical evidence. ((Iyer, Davari and Paswan, 2018;Liu, Ko and Chapleo, 2017; Tuominen et al., 2016; Yang, Wan and Wu, 2015; Buil et al., 2016; du Preez and Bendixen, 2015; Kashive and Khanna, 2017). Many studies have looked the effect of the association between authentic leadership and work engagement has also been established by several research through empirical data (Bamford, Wong and Laschinger, 2013; Giallonardo, Wong and Iwasiw, 2010). Whereas the underlying attitudes and beliefs of employees regarding their job performance are shaped by the organization's core values, and this in turn has a significant impact on both individual and collective behaviour of employees. However, empirical proof is still required (Fernandez,

2003). Scholars should do further study on the relationship between different leadership styles and employee branding behaviour (Lishan and Yaoqi, 2011).

## References

[1]  Adamu, L. *et al.* (2019) *The Internal Branding Practices and Employee Brand Citizenship Behavior: The Mediating Effect of Employee Brand fit*, *Journal of Environmental Treatment Techniques*. Available at: http://www.jett.dormaj.com.

[2]  Agostini, L. , F. R. and N. A. (2015) 'Brand-building efforts and their association with SME sales performance', *Journal of Small Business Management*, Vol. 53, pp, pp. 161–173.

[3]  Avolio, B. J. and Gardner, W. L. (2005) 'Authentic leadership development: Getting to the root of positive forms of leadership', *Leadership Quarterly*, 16(3), pp. 315–338. doi: 10.1016/j.leaqua.2005.03.001.

[4]  Bakker, A. B. and Demerouti, E. (2008) 'Towards a model of work engagement', *Career Development International*, 13(3), pp. 209–223. doi: 10.1108/13620430810870476.

[5]  Bamford, M., Wong, C. A. and Laschinger, H. (2013) 'The influence of authentic leadership and areas of worklife on work engagement of registered nurses', *Journal of Nursing Management*, 21(3), pp. 529–540. doi: 10.1111/j.1365-2834.2012.01399.x.

[6]  Batt, V. *et al.* (2021) 'Effects of sponsorship quality and quantity on employee brand behavior', *Journal of Brand Management*, 28(5), pp. 495–509. doi: 10.1057/s41262-021-00242-w.

[7]  Berry, L. L. (2000) *Cultivating Service Brand Equity*.

[8]  Centeno, E. , H. S. and D. K. (2013) 'The five phases of SME brand building', *Journal of Brand Management*, Vol. 20 No. 6, pp. 445–457.

[9]  Copeland, M. K. (no date) *The Impact of Authentic, Ethical, Transformational Leadership on The Impact of Authentic, Ethical, Transformational Leadership on Leader Effectiveness Leader Effectiveness*. Available at: http://libguides.sjfc.edu/citations.

[10] Delić, M. *et al.* (2017) 'Fostering learning organisation in transitional economy – the role of authentic leadership and employee affective commitment', *International Journal of Quality and Service Sciences*, 9(3–4), pp. 441–455. doi: 10.1108/IJQSS-02-2017-0012.

[11] Dhiman, P. and Arora, S. (2020) 'A conceptual framework for identifying key employee branding dimensions: A study of hospitality industry', *Journal of Innovation and Knowledge*, 5(3), pp. 200–209. doi: 10.1016/j.jik.2019.08.003.

[12] Elsafty, A. and Ragheb, M. (2020) 'The Role of Human Resource Management Towards Employees Retention During Covid-19 Pandemic in Medical Supplies Sector - Egypt', *Business and Management Studies*, 6(2), p. 50. doi: 10.11114/bms.v6i2.4899.

[13] Fernandez, J. E. , and R. T. H. (2003) 'The character of organizations: the dictum, "know thyself" applies to organizations as well as to people. (Organizational Dynamics)', *Journal of Business Strategy*, 24(1), p. . 38.

[14] Garas, S. R. R., Mahran, A. F. A. and Mohamed, H. M. H. (2018) 'Internal corporate branding impact on employees' brand supporting behaviour', *Journal of Product and Brand Management*, 27(1), pp. 79–95. doi: 10.1108/JPBM-03-2016-1112.

[15] Gardner, W. L. *et al.* (2011) 'Authentic leadership: A review of the literature and research agenda', *Leadership Quarterly*, pp. 1120–1145. doi: 10.1016/j.leaqua.2011.09.007.

[16] Gautam, V. and Sharma, V. (2017) 'The Mediating Role of Customer Relationship on the Social Media Marketing and Purchase Intention Relationship with Special Reference to Luxury Fashion Brands', *Journal of Promotion Management*, 23(6), pp. 872–888. doi: 10.1080/10496491.2017.1323262.

[17] Giallonardo, L. M., Wong, C. A. and Iwasiw, C. L. (2010) 'Authentic leadership of preceptors: Predictor of new graduate nurses' work engagement and job satisfaction', *Journal of Nursing Management*, 18(8), pp. 993–1003. doi: 10.1111/j.1365-2834.2010.01126.x.

[18] Givens, R. J. (2011) 'the role of psychological empowerment and value congruence in mediating the impact of transformational leadership on follower commitment in american churches', *International Journal of Leadership Studies*, 6(2).

[19]    Gulati, C. (2018) *Issue-I, May-2014 Branding For Employees' Brand Supporting Outcomes Indian Journal of*, *Business Management Research (IJBMR)*. Available at: www.jujournals.net.in.

[20]    Harter, J. K., Schmidt, F. L. and Hayes, T. L. (2002) 'Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis', *Journal of Applied Psychology*, 87(2), pp. 268–279. doi: 10.1037/0021-9010.87.2.268.

[21]    Herzog, W. and Tomczak, T. (2007) *Driving Brand-Building Behaviors among Employees: The Role of Brand-Specific Transformational Leadership*. Available at: https://www.researchgate.net/publication/36381057.

[22]    Hofer, K. M. and Grohs, R. (2018) 'Sponsorship as an internal branding tool and its effects on employees' identification with the brand', *Journal of Brand Management*, 25(3), pp. 266–275. doi: 10.1057/s41262-018-0098-0.

[23]    Iyer, P., Davari, A. and Paswan, A. (2018) 'Determinants of brand performance: The role of internal branding', *Journal of Brand Management*, 25(3), pp. 202–216. doi: 10.1057/s41262-018-0097-1.

[24]    Karatepe, O. M. and Demir, E. (2014) 'Linking core self-evaluations and work engagement to work-family facilitation: A study in the hotel industry', *International Journal of Contemporary Hospitality Management*, 26(2), pp. 307–323. doi: 10.1108/IJCHM-01-2013-0008.

[25]    Karatepe, O. M. and Olugbade, O. A. (2009) 'The effects of job and personal resources on hotel employees' work engagement', *International Journal of Hospitality Management*, 28(4), pp. 504–512. doi: 10.1016/j.ijhm.2009.02.003.

[26]    Kashive, N. and Khanna, V. T. (2017) 'Study of Early Recruitment Activities and Employer Brand Knowledge and Its Effect on Organization Attractiveness and Firm Performance', *Global Business Review*, 18(3_suppl), pp. S172–S190. doi: 10.1177/0972150917693334.

[27]    King, C. and Grace, D. (2010) 'Building and measuring employee-based brand equity', *European Journal of Marketing*, 44(7), pp. 938–971. doi: 10.1108/03090561011047472.

[28]    King, C. and So, K. K. F. (2015) 'Enhancing Hotel Employees' Brand Understanding and Brand-Building Behavior in China', *Journal of Hospitality and Tourism Research*, 39(4), pp. 492–516. doi: 10.1177/1096348013491602.

[29]    Lee, O. K. *et al.* (2015) 'How does IT ambidexterity impact organizational agility?', *Information Systems Research*, 26(2), pp. 398–417. doi: 10.1287/isre.2015.0577.

[30]    Lishan, X. and Yaoqi, L. (2011) *The Spillover Effect of Supportive Leadership on Brand Image through Employee Brand Building Behavior *.

[31]    Liu, G., Ko, W. W. and Chapleo, C. (2017) 'Managing employee attention and internal branding', *Journal of Business Research*, 79, pp. 1–11. doi: 10.1016/j.jbusres.2017.05.021.

[32]    MacKenzie, S. B., Podsakoff, P. M. and Jarvis, C. B. (2005) 'The problem of measurement model misspecification in behavioral and organizational research and some recommended solutions', *Journal of Applied Psychology*, pp. 710–730. doi: 10.1037/0021-9010.90.4.710.

[33]    Miles, S. J. and Mangold, G. (2004) 'A Conceptualization of the Employee Branding Process', *Journal of Relationship Marketing*, 3(2–3), pp. 65–87. doi: 10.1300/J366v03n02_05.

[34]    Morhart, F. M., Herzog, W. and Tomczak, T. (2009) '(electronic) Brand-Specific Leadership: Turning Employees into Brand Champions', *Journal of Marketing*, 73, pp. 122–142.

[35]    Osakwe, C. N. *et al.* (2020) 'Brand orientation, brand-building behavior and brand identity in SMEs: an empirical evaluation', *Marketing Intelligence and Planning*, 38(7), pp. 813–828. doi: 10.1108/MIP-07-2019-0370.

[36]    Ott, H. K. *et al.* (2016) 'Effect of Message Interactivity on Product Attitudes and Purchase Intentions', *Journal of Promotion Management*, 22(1), pp. 89–106. doi: 10.1080/10496491.2015.1107011.

[37]    Park, S., Johnson, K. R. and Chaudhuri, S. (2019) 'Promoting work engagement in the hotel sector: review and analysis', *Management Research Review*. Emerald Group Holdings Ltd., pp. 971–990. doi: 10.1108/MRR-03-2018-0126.

[38]    Piehler, R. *et al.* (2016) 'The importance of employee brand understanding, brand identification, and brand commitment in realizing brand citizenship behaviour', *European Journal of Marketing*, 50(9–10), pp. 1575–1601. doi: 10.1108/EJM-11-2014-0725.

[39] Poulis, A. and Wisker, Z. (2016) 'Modeling employee-based brand equity (EBBE) and perceived environmental uncertainty (PEU) on a firm's performance', *Journal of Product and Brand Management*, 25(5), pp. 490–503. doi: 10.1108/JPBM-04-2015-0852.

[40] du Preez, R. and Bendixen, M. T. (2015) 'The impact of internal brand management on employee job satisfaction, brand commitment and intention to stay', *International Journal of Bank Marketing*, 33(1), pp. 78–91. doi: 10.1108/IJBM-02-2014-0031.

[41] Punjaisri, K., Evanschitzky, H. and Wilson, A. (2009) 'Internal branding: An enabler of employees' brand-supporting behaviours', *Journal of Service Management*, 20(2), pp. 209–226. doi: 10.1108/09564230910952780.

[42] Rafiq, M. and Ahmed, P. K. (2000) 'Advances in the internal marketing concept: definition, synthesis and extension', *Journal of Services Marketing*, pp. 449–462. doi: 10.1108/08876040010347589.

[43] Rifai, A. and Susanti, E. (2021) The Influence of Organizational Culture and Transformational Leadership Style on Employee Performance supported by Employee job satisfaction.(Empirical Study on Permanent Employees and ContractsBPJS Health HeadOffice), American International Journal of Business Management (AIJBM).

[44] Saks, A. M. and Gruman, J. A. (2014) 'What Do We Really Know About Employee Engagement?', *Human Resource Development Quarterly*, 25(2), pp. 155–182. doi: 10.1002/hrdq.21187.

[45] Saleem, F. Z. and Iglesias, O. (2016) 'Mapping the domain of the fragmented field of internal branding', *Journal of Product and Brand Management*. Emerald Group Publishing Ltd., pp. 43–57. doi: 10.1108/JPBM-11-2014-0751.

[46] Sanni, S. A. *et al.* (2018) 'Social Commerce Optimization: An Integrated Framework for Consumer Behavior in Social Media', in *Global Business Value Innovations*. Springer International Publishing, pp. 17–33. doi: 10.1007/978-3-319-77929-4_2.

[47] Shen, B. and Bissell, K. (2013) 'Social Media, Social Me: A Content Analysis of Beauty Companies' Use of Facebook in Marketing and Branding', *Journal of Promotion Management*, 19(5), pp. 629–651. doi: 10.1080/10496491.2013.829160.

[48] Sirianni, N. J. *et al.* (2013) 'Branded Service Encounters: Strategically Aligning Employee Behavior with the Brand Positioning', *Journal of Marketing*, 77, pp. 1547–7185.

[49] Ta'amnha, M. and Jordanian, G. (2021) *employer brand and employee in-role performance: a moderated mediation model of employee's self-efficacy and work engagement Handbook of human resource management in the Middle East View project*. Available at: https://www.researchgate.net/publication/356185976.

[50] Tuominen, S. *et al.* (2016) 'The internal branding process and financial performance in service companies: An examination of the required steps', *Journal of Brand Management*, 23(3), pp. 306–326. doi: 10.1057/bm.2016.9.

[51] Vallaster, C. and Lindgreen, A. (2013) 'The role of social interactions in building internal corporate brands: Implications for sustainability', *Journal of World Business*, 48(3), pp. 297–310. doi: 10.1016/j.jwb.2012.07.014.

[52] Walumbwa, F. O. *et al.* (2008) 'Authentic leadership: Development and validation of a theory-based measure', *Journal of Management*, 34(1), pp. 89–126. doi: 10.1177/0149206307308913.

[53] van Wingerden, J. and van der Stoep, J. (2018) 'The motivational potential of meaningful work: Relationships with strengths use, work engagement, and performance', *PLoS ONE*, 13(6). doi: 10.1371/journal.pone.0197599.

[54] Xanthopoulou, D. *et al.* (2009) 'Reciprocal relationships between job resources, personal resources, and work engagement', *Journal of Vocational Behavior*, 74(3), pp. 235–244. doi: 10.1016/j.jvb.2008.11.003.

[55] Xie, L. *et al.* (2016a) 'Triad theory of hotel managerial leadership, employee brand-building behavior, and guest images of luxury-hotel brands', *International Journal of Contemporary Hospitality Management*, 28(9), pp. 1826–1847. doi: 10.1108/IJCHM-01-2015-0004.

[56] Xie, L. *et al.* (2016b) 'Triad theory of hotel managerial leadership, employee brand-building behavior, and guest images of luxury-hotel brands', *International Journal of Contemporary Hospitality Management*, 28(9), pp. 1826–1847. doi: 10.1108/IJCHM-01-2015-0004.

[57] Xiong, K. *et al.* (2016) 'Employee trust in supervisors and affective commitment: The moderating role of authentic leadership', *Psychological Reports*, 118(3), pp. 829–848. doi: 10.1177/0033294116644370.

[58] Xiong, L. and King, C. (2019) 'Aligning employees' attitudes and behavior with hospitality brands: The role of employee brand internalization', *Journal of Hospitality and Tourism Management*, 40, pp. 67–76. doi: 10.1016/j.jhtm.2019.06.006.

[59] Yammarino, F. J. , S. W. D. A. (1998) 'Transformational and contingent reward leadership: Individual, dyad, and group levels of analysis', *Leadership Quarterly*, pp. 27–54.

[60] Yang, J. te, Wan, C. S. and Wu, C. W. (2015) 'Effect of internal branding on employee brand commitment and behavior in hospitality', *Tourism and Hospitality Research*, 15(4), pp. 267–280. doi: 10.1177/1467358415580358.

[61] Yukl, G. A. and Becker, W. S. (2006) 'Effective Empowerment in Organizations', *Organization Management Journal*, 3(3), pp. 210–231. doi: 10.1057/omj.2006.20.

[62] Zhang, Y., Guo, Y. and Newman, A. (2017) 'Identity judgements, work engagement and organizational citizenship behavior: The mediating effects based on group engagement model', *Tourism Management*, 61, pp. 190–197. doi: 10.1016/j.tourman.2017.01.005.