

**IMPACT OF INTERNAL BRANDING ON BRAND
COMMITMENT AND BRAND LOYALTY: MEDIATING ROLE
OF BRAND IDENTIFICATION.**

By

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ABSTRACT

Thesis Title: Impact of Internal Branding on Brand Loyalty and Brand Commitment: Mediating role of Brand Identification.

This research investigated the impact of internal branding on brand commitment and brand loyalty and mediating effect of brand identification in the relationship between internal branding and brand commitment and also mediates the relationship between internal branding and brand loyalty. Today, branding is considered as one of the vital element of marketing strategy in the organization. This study was conducted on restaurants within the city of Faisalabad, Pakistan. For this study eight brands were selected which basis on their popularity amongst the employees. 250 questionnaires were distributed to the employees in the various restaurants. As the outcome, the respondents returned back 238 questionnaire out of 250. 204 questionnaires were used in the analysis of data. Convenient sampling technique was used for data collection. Respondents were employees of restaurants. SPSS software was used for data analysis. Different statistical methods such as Frequency, Cronbach Alpha, Correlation, Regression analysis and Mediation analysis were used for data analysis. Findings revealed that internal branding have a significant impact on brand identification, brand commitment and brand loyalty. Results also suggest that there is a significant mediating effect of brand identification in the relationship of internal branding and brand commitment and also in the relationship of internal branding and brand loyalty. Moreover, this research also having some limitations as list of antecedents for brand identification and its application in industries other than apparel sector. For managerial point of view, brand managers should adopt measures for employees' engagement with brand. Two way communications can be base of this engagement. Furthermore brand managers should work on their brand relationship and brand images.

Key Words: - Internal Branding, Brand Identification, Brand Commitment, Brand Loyalty

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God never spoils any efforts. I set my unfeigned and meek thanks before Him, Who is the only supreme authority and whose presence has been figured on the two words 'Kun Faya Kun'. Every tiny or massive entity moves with His permission. Countless thanks to Him, Who bestowed upon me the potential and ability to contribute a drop of material in the existing ocean of knowledge. But the real success for any person in this world is that for which I have no words to pay in the court of Holy Prophet Muhammad (P.B.U.H) that I am in his ummah, and his moral and spiritual teachings enlightened my heart, mind and flourished my thoughts towards achieving high ideas of life. In the view of his saying,

"He, who does not thank to people, is not thankful to Allah"

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Now I am trying to acknowledge a tremendous debt of feelings for my parents whose prayers, sympathies stress my way towards success, whose hands always rise in prayers for me. Who always wish to see me successful in every field of life and without their moral supports, the present distinction would have merely been a dream. They always act as a light house for me in the dark oceans of life path.

ADILA ARIF

DEDICATION

I dedicate this thesis to my family. Without their patience, understanding, support and most of all love, the completion of this work would have not been possible.

CHAPTER 1

INTRODUCTION

1.1 Introduction

A theory of every brand always recognizes with a consumer perception and its dimensions in the region of customer products. A brand must exist like “a name, title, signal, figure or model, or an amalgamation of them, planned to recognize the merchandise and services of one merchant or group of merchants and to distinguish them from those of the conflict” (Keller, 2003). An objective of each brand is to discover the merchandise or repair of promotional companies that differentiate merchandises or repairing offers of different other companies (King and Grace, 2012). A brand in recent era, not only differentiates the product or service from homogenous products or services, but also dominates an independent consumer’s impression, observation and demand contentment. Significantly, it constitutes a complex mixture of worth, features, sign and capacity by which a company can increase its competitive power.

According to the previous studies, companies have purchases in marketing achievements and brand-structure assets to selected outsiders (e.g. consumers, external shareholders). Many companies break down to evaluate the purpose of employees in produces an company’s brand planning , previous research has punctuate that employees’ mentality and performance regarding the brand dominates consumer’s brand impression, and eventually affect the base line (Baumgarth and Schmidt, 2010; Punjaisri and Wilson, 2017). This is asserting that the brand should defend the correlation with their employees, as much as it should symbolize the connection with their consumers (Matanda and Ndubisi, 2013). This support can generate employees’ contribution and understanding of its comprehensive brand planning and coordinate this with the associated brand values for successfully deliver the brand’s commitment (Anisimova and Mavondo, 2010). Strong brands are established not only through the support of standard marketing occupation, but also by employees’ brand-structure and brand-encouraging behaviors that subscribe to an company’s branding achievement (Lohndorf and Diamantopoulos, 2014).

The internal branding programs make sure that employees’ behavior and attitude must keep symbolizing and maintaining the company’s brand value (Ambler and Barrow, 1996). Internal branding component consists on increasing knowledge, squeeze the brand’s meaning and obtained compulsory skills to dispatch the brand’s commitment (Punjaisri and Wilson, 2017). Even as outdoor marketing undertaking is to being extremely convenient to build up the brand

understanding to newcomers, originality a internal branding accommodates their employees to interiorize and acknowledge the spirit of their admit brand. It incorporates of undertaking that help workers understand and buy into the company's brand values and that strengthen them to carry out their allocated roles to successfully dispatch the agreement. Significantly, the process is to keep the brand memorandum consistent (Matanda and Ndubisi, 2013). Matanda and Ndubisi 2(013) and Terglav et al (2016) encourages the related connection and consequences of internal branding keep to conduct an investigation, especially the incidental outcomes is an internal branding resting on workers' variety of brand behaviors. Therefore, internal branding generates employees' behaviors and recognition regarding the brand to confirm that brand communications are successfully dispatched. This could be insisting that companies may use its internal branding to intimidate brand verification. Then, employees with a comparatively strong perception of identification are likely to be good company's citizens and they tend to remain extended.

According to the current study, it make a response to the research call which is suggest that brand identity designs a mediator that allocates beneficial internal branding initiates compulsory for brand loyalty as well as brand commitment. Comprehensive research is to establish some range of outcomes in internal branding activities on employees' behaviors and attitudes. Moreover, managers should be familiar with the impact of internal branding is disparately to exist consistent from one side to other all the company's employees (Punjaisri and Wilson, 2011). According to their life and profession phase, Special workers may have dissimilar personal uniqueness, ethics, feelings and performance representation. A quantity of distinctiveness and work ethics may be collective amongst particular groups of workers, for example, generational colleagues, workers in the same term periods, they prefer to believe, perceive and conduct equally. Managers are mandatory to be aware of such relationship and characteristic are organize on the way to give improved hold the accomplishment of organizational brand-building actions. These types of problems may occur in diversification in levels of internal branding and its consequences on individual brand recognition. In spite of the increasingly interest in internal branding, rare studies (e.g. Punjaisri and Wilson, 2011) have describe and conditional manipulate about workers' differences (for example. age, duration of employment) on such branding attempts. This study, in that case, starts to explore Punjaisri and Wilson's (2011) work by taking account of the workers' features in terms of working production and company's residence as moderators to investigate different impacts about internal branding resting on brand orientations (e.g. brand identification).

Previous studies recognize the internal branding within the contextual relationship of the service and congeniality firms (e.g. Foster et al., 2010; Kimpakorn and Tocquer, 2009; Lee et al., 2014; Punjaisri et al., 2009; Terglav et al., 2016; Yang et al., 2015). There has been less research take on the homologous subjects from sales professions, who undertaking for the sake of the corporate brand and generates straight effect on consumers' brand identification. Customer-associates employees (salespeople) encompass a meaningful effect on how end users understand the brand, and a positive brand identity can be conveyed by staff that accurately exists with the brand and performs pro-brand behaviors (DeConinck, 2011).

The previous research indicates that brand identification is a fundamental predecessor about brand commitment and brand loyalty (Vogel et al., 2008). Therefore, companies have to discover paths towards optimistically impact on brand awareness. A service company can attempt in the direction of performing accordingly by produce a dependable brand personality, a well-defined brand arrangement and a better opinion regards brand identity, a powerful brand requires establishing the brand representation resonance through management's achievements. Just like service workers are usually evaluated the symbolization of the service brand in the consumer's eyes (Gro'nroos, 1994; Wangenheim et al., 2007), a company should undertakes to align the behaviors and attitudes of service contributor with the brand's and it's company's values so that they not only truly indicates but also deliver its promise and code of behavior at each service confront (Hart, 1998).

According to research branding and mutual marketing study revealed that internal branding can be authorizes in the companies, especially for other persons to facilitate to depends upon the service factors, to achieve a brand assurance and to meet with outdoor state (Drake et al., 2005). An awareness to keep the brand promise is guaranteed from enthusiastic, strong brand must requires to survive according to be a part of important position of belief, that can be minimize any possible sense of risks inherent to service settlements. In spite of the vastly increases the equally awareness of scholars as well as professionals within a "internal branding" theory, here is a stable deficiency about literature is to expose a justification about why, how and what type of internal branding. Moreover, although that is admit with the aim of internal branding is concerning to build up a brand internally in a company and also workers are as a fundamental viewers, present impending must generate commencing the management's plus brand advisors' context. In present here is minor contemporary research with the purpose of associates for mutually of workers and

management inside only one study; anyhow, management is the same as respondents of opposition workers.

Significantly, each and every research is implemented in European plus a UK background. It can be promote concerns in case the perception can be present about the values when activated inside an Asian environment. Accordingly, here is a document demonstrated to comprehend the internal branding system from the workers' aspects of inside a restaurant and hotels business in Pakistan, so here are all the peoples are dissimilar from Europeans and Americans (Malai, 2007). In spite of, this would be recognized with the aim of different singular Asian states may cover different culture-explicit problems. At rest, differentiate among Lahore's community and Karachi's also including Faisalabad's all are superior to from those of other Pakistan's cities. As an example, "there are four measurements about Hofstede's (1997) individualism vs. collectivism, is often used to reflect Asia-Western contrasts" (Straughan and Albers-Miller, 2001). At the same time as Asian society are collectivism plus cover an heavy grouping adaptations, Western citizens are free spirit as well as competent about self-supporting along with focal point many other extra scheduled by themselves (Triandis, 2001). These types of elements are generally utilized to demonstrate a cultural effect going on the community's attitudinal behavior. It recommends the personality manners about Pakistani community is quite different as compared to a western community; that's why, it might be leading a dissimilar outcomes as previous research. Also it evaluates the observations about how internal branding must be experienced, and also what type of issues administrations may predicts and what type of effects might be appears on the success of internal branding campaign system.

Internal branding extremely depends on workers' activities and behaviors (de Chernatony and Dall'Olmo Riley, 1997). Internal workers turn out to be essential at the time of relief about the brand promise by each and every service encounter stage. For the reason that obtained all their dominations on the consumers' 'brand awareness along with perception, internal company requires to be make sure about their workers who are delivers their services on better excellence approaches assured through their brand. In spite that this is an important factor to constant deliverance according to a brand promise, because this type of service brands absorbs the individuals cooperation produces an issues related to unreliability about a procedure through service branding. Internal branding have freshly to be submitted the same as enable of a company's achievement in

delivers a brand trust to meet up consumers' brand opportunity locate through different statement actions (Drake et al., 2005).

Several researchers (Boone, 2000; Buss, 2002) are observed a stable expansion related to internal branding's reputation between commercial giantess "like, Southwest, Sears, BASF, IBM and Ernst and Young". All illustrations think about the authority towards the organizational workers are dedicated to delivers the brand promise. A short time ago, the "internal branding" concept has catches the interest of both academics and practitioners. Mostly studies concentrate the interpretation of management and authority despites of workers are evaluated besieged inner consultation of an internal branding operation. Furthermore, when a number of researches are makes available practical confirmations about that obtained connection among internal branding but also included organizational workers' brand commitment (Burmam and Zeplin, 2005), few are adopted a connection among internal branding and brand loyalty (Papasolomou and Vrontis, 2006). Therefore, this research has been represents an impact of internal branding on brand commitment of employees' (Boone, 2000; de Chernatony and Cottam, 2006; de Chernatony and Segal-Horn, 2001; Hankinson, 2002; Kotter and Heskett, 1992).

When workers realizes and executing brand ethics, this will built in the brand identity, they will execute in some paths that reveal in to consumers' brand loyalty. Moreover, the internal branding can give a figure employees' behavior is widely depending on the expectations. Hence, this link still necessitates the empirical evidence. The aim of present research is recognizes an internal branding procedure through by workers' aspects; this would analytically evaluates a link in organizational workers' brand commitment and internal branding with the caption about deliverance of a brand promise where does a relationship matter between some special and dissimilar brand attitudes (brand identification, brand commitment, brand loyalty). In the direction of to attain all purposes, a quantitative searches performed their workers regarding as consumer-interface by most important restaurants and hotels are accomplished.

1.2 Problem Statement:

The restaurant industry is a high-risk business proposition. Restaurant Industry is the 2nd largest industry in Pakistan. Pakistan has recently emerged as an important investment destination

for new restaurant development. Therefore, various multinational brands like KFC, McDonalds, Hardees and many others are operating their franchises in Pakistan. But problem is that, according to previous research, 60% of businesses fail in the very first year (Parsa *et al.*, 2019). How do you ensure your restaurant's success? The mission of every restaurant is just to keep the customers loyal and committed with their brand. These restaurants are not focused on their employees. Inspire your staff as well as your management team. Train them to address any situation, good or bad, that arises. Make sure they are enthusiastic and motivated to pursue your goals and adhere to your restaurant's unique concept. Poor customer service is often a deal breaker for customers. Your food may be outstanding, your table settings exquisite and your ambiance delightful, but if your employee service is bad, customers will remember. The key to success is happy customers who want to return again and again. To ensure your success, your entire team from management to hostess and staff must be dedicated to your customers' well-being. Every contact your staff makes with customers must be pleasant, welcoming and accommodating. If your employees are not committed and loyal with their brand they cannot deliver good performance. Major reason of the employee's poor performance can be dis-satisfaction or poor internal branding system. Internal branding is very rare even it is scarcely in restaurants in Pakistan. Effective internal branding can leads employees towards brand commitment and loyalty. This study was conducted especially for the purpose of identify and promotes the factors of effective internal branding and their influence on employee's commitment and loyalty with their brands.

1.3 Research Questions:

- What is the impact of internal branding on brand identification in restaurant industry of Faisalabad?
- What is the relationship of internal branding and brand commitment in restaurant industry of Faisalabad?
- What is the relationship of internal branding and brand loyalty in restaurant industry of Faisalabad?
- What is the relationship of brand identification and brand commitment in restaurant industry of Faisalabad?
- What is the relationship of brand identification and brand loyalty in restaurant industry of Faisalabad?

- Does brand identification mediate the relationship between internal branding and brand commitment in restaurant industry of Faisalabad?
- Does brand identification mediate the relationship between internal branding and brand loyalty in restaurant industry of Faisalabad?

1.4 Research Objectives:

There are some significant objectives of this research:

- To analyze the relationship between of internal branding & brand commitment and internal branding and brand identification.
- To analyze the relationship between internal branding & brand loyalty and internal branding and brand identification.
- To examines the impact of brand identification on brand commitment
- To examines the impact of brand identification on brand loyalty.
- To find the mediating role of brand identification between internal branding and brand commitment.
- To find the mediating role of brand identification between internal branding and brand loyalty.

1.5 Significance of study

According to current research, it would be considerable at many more ways. Following numbers are throwing in to the form of information:

- At the first point, while the brand management notions have been under the research from very extensive time, some important data has been established with framework to the world. Smallest type of research has been completed on brand management with framework to the Pakistan. Consequently, current research considers that the effects of the current study will lead the managers in the restaurant industry principally those in under developed countries are familiar to respond the questions of methods to enhance the internal branding concept within the organizations. Therefore the latest research would be facilitate to the literature of brand management to examine the cross contextual elements in teachers presentation. For this reason, it will represent condition about increasing countries like Pakistan in particular with context to a restaurants and hotel industry. In

addition, all exclusive conclusions regarding this research can more help to realize about applications of brand concepts on brand equity in progressive countries and those in non-progressive countries. It will also strengthen the majority of the research on brand management is conducted in progressed countries and their findings cannot be as it is implemented in all progressed countries.

- Secondly, least research has been found on brand management practices in Pakistan. Therefore, this study has administrated to show the moderated impacts of working generation and organizational term creating a connection among the internal branding and brand identification. All consequences entails Gen Xers appear to be persuade by internal branding to a superior degree than millennial do. However, the main goal of present studies to provide the strategy to industry managers to turn up with guidelines and practices which would enable them to increase and retain the identification of their brands.
- Throughout the research we assure to recognize about brand identification being as well-built and constructive predictor of brand loyalty and commitment. An idea about brand commitment within a current research as well to terminate a core conception theory that is supports a brand perceptions and also competing a brand behavior that may utilized as a increasing the brand identification. For the professional managers, this type of research will done to solve their issues which appears in the organizational tenure, also this is very consistent and supportive just like, to run the brand image in employees perception and keep remain to all employees away from the rivalry and how to boost up the shares of them into a target marketplace
- This study is totally relay on a quantitative method which is used to gather the statistics for the percentages of the effect of each factor on the internal branding.
- Also, this study exploring the applicability of explained Western ideas and assumptions in an Eastern developing country (Pakistan) in order to build up a cross contextual generalization of these ideas.

1.6: Research Gap:

A research gap is known as a missing link in the existing body of knowledge for which a new research is proposed. This gap must be derived from a critical review and analysis of empirical studies or literature. The restaurant industry is one of the largest industries in Pakistan.

Restaurant organizations are continually striving to create a sustainable brand image in an increasingly competitive market environment. One of the most crucial factors affecting brand image building is the performance of service from employees. Researchers have recognized the importance of internal branding as a process to support employees' behavior with brand values and image. The concept of internal branding relates to promoting the brand to employees and educating employees about brand values. Success of a service brand is closely linked to the behavior of the employees. Since employees have a role representing the brand through their interaction with the customers, they are considered substantial elements to brand management. Poor employee performance often results in differences between customer expectations and the brand promise. This research illustrated the influence of internal branding on brand commitment and brand loyalty of the employees through brand identification. In previous researches, this model has not been studied in any country. Therefore, this study was conducted to overcome this gap and also for identify those factors which can make the employees committed and loyal with their brands.

CHAPTER 2

LITERATURE REVIEW

2.1 Internal Branding

When companies talk about a specific brand the first thing that exists in mind is "Brand Management". Brand management has become an essential region of an organizational performance (Balmer, 2001). Companies frequently identify their branding achievements to the development of products and associated brands, branding is also used in the field of human

resource management (Backhaus and Tikoo, 2004). Firms are increases the connection of internal branding in order to secure that current workers takes in corporate culture and planning (Backhaus and Tikko, 2004; Forman and Argenti, 2005). Moreover, Punjaisri et al. (2009) researches that an inherent employee have an interest in to accept a low coverage if their job is dispatches the quality and trust through organization's brand attitudes and internal commitments. This study temporarily is verified that internal communication and practice may activates to employees brand identification, loyalty and commitment. The important part of internal branding process is to make sure that workers transfer the brand messages into brand reality for external shareholders. Anyhow, In spite of the shortage of research in comprehension antecedes of internal branding issues, some researchers have guided that internal communication could be promote in successful execution of internal branding planning (Chong, 2007; Grof, 2001). Thomson et al. (1999) suggests that internal communication and practices can help in the incorporation of brand values by workers that make their strong commitment regarding "brand-commitments.

The consequent objectives of internal branding campaigns are towards enhancing the commercial brands, like as to making possible a brand-supportive behavior through the workers. Comparatively from the internal branding study and different researchers indicates that, management should be in touch with service reimbursements for in cooperation potential and existing workers, a company's branding journalism have importantly concentrated taking place all impacts about a company's brand on prospective candidates (Foster et al., 2010; Kunerth and Mosley, 2011; Martin et al., 2011). Studies /have analytically conducted an effect on analysis about a middle point, encounter and different features regarding the company or management. An internal branding study (Burmam and König, 2011; Chang et al., 2012; King and Grace, 2012; Punjaisri and Wilson, 2011; Yang et al., 2015) generally have target resting on learning having with practice inside workers towards facilitate (corporate) brand commitment. Mostly previous literatures having not thinking about the cooperation among company's and management (for exclusions, observe the literature through Kimpakorn and Tocquer, 2009).

A main character in an internal branding has encouraged a brand within the organization; accordingly enhance a worker (Ahmed et al., 2003). Researchers (Aurand et al., 2005; Burmam and Zeplin, 2005) suggests that maintain an internal branding empower of workers by delivering a brand identity in the period of services come across in the organizations just as it triggers an mutual perceptive regarding of a brand all around whole organization. Internal branding insists

and involved an effective workers' behaviors as well as determining all attitudes must coordinate through the brand, as a result of performing workers' perception regarding a brand ethics also attracts all of them in widest a brand logic (de Chernatony and Segal-Horn, 2001; Drake et al., 2005).

A schedule related to internal branding that coordinates with industrial mission, standards, and also cultures may construct a powerful brand of a company (Hatch and Schultz, 2008). Ind (2007, p. 123) recommendations and advices of companies that utilizes "the internal marketing of external campaigns" with the purpose of make sure to facilitate about branding operations may efficiently acknowledged also maintain by means of workers. Lamentably, inside the several companies, here is an important disunion among exterior brand communications and also attained internal branding behaviors. Boone (2000, p. 36) expressed that to facilitate a lot of firms accomplish a bright job of marketing, advertising and promotional" for consumers. When they deposit a lot of money in form of investment in the market segment, mostly organizations provides some capital to make sure that workers transmute a brand communicates inside truly expressed in a consumer's skills. Workers are connected in made the brand comes exist. Furthermore, the messages delivers to workers regarding the brand are most beneficial from those which mail to consumers. It wealth's a companies must be equally not simply branding undertaking that core level resting on exterior shareholders (for example, consumers) as well as internal branding component that confirmed a worker behaviors are constant with the external branding campaigns, In any other way, the invested goals can be unproductive (Punjaisri and Wilson, 2017).

A main goal in internal branding is to make sure that workers should transfer endorses brand messages within the brand certainty to attain the consumers as well as further shareholders. Some declarations have describes that a successful internal branding bring about the workers brand commitment, identification and loyalty with that particular brand. While all workers incorporate the brand values and standards, then they constantly brings a brand promise along with entire communication phases among an organization and its shareholders. For executes an effective internal brand structure, Internal Marketing has been indicates a significant role in an organization. Absolutely, internal branding expects a larger integrative model along with, corporate marketing, corporate management and corporate HR management. Marketing activities are connected in between service, quality and management. Equal quality and service both ingredients are been encouraged to understanding skills that are facilitates by human resource activity. As it's included

increasing the human assets for enhances an organizational economic achievement and also it is a success of organizational brands. If a management acknowledges and organized the marketing and human resource theories, its elaborated those workers will have improved acceptance about brand values and accordingly, adjust their behavior and attitudes. This will outcome in the brand promise for being delivered to company's customers. And these results will provide for customer satisfaction, consumer loyalty.

Internal branding has been expended to support a company to developing the brand to its workers (Mitchell, 2002). These types of items are to be applied to mention to the company's attempt to handle the workers as a inner consumers, also help out to all for grasp an assessment about a company (Foster et al., 2010). This generate a collective consideration about brand beyond a company to contributing workers by means of a particular recommendation and also have a guidance about delivering a brand communications and messages also expropriate consumer understanding within a consistent method (Burmam and Zeplin, 2005; Punjaisri et al., 2009). workers make general agreement with a company's brand are most probably to take action constantly in actions to hold up a company that how the customers wants to experience and recognize it. Moreover, an internal branding procedure objectives that make sure the workers in their company is a good quality enterprise here they may execute and also attract themselves against companies mission (Barrow and Mosley, 2006). Previously, all they turn into is committed; workers resolve to be appointed to protectors about brand figure, just as companies' standards happen to permanent in their minds their hearts. After that, they become more accurate worshipers and also sponsors regarding a brand (Liu et al., 2017).

Internal branding, consequently imaginary on the way to implement the workers to promote the framework and also clear instructions to efficiently distribute a brand interpretation and standards of external components (Lee et al., 2014; Yang et al., 2015). This is a comprehensive structure toward produced the brand coordination, and make sure that workers divide up the components regarding a brand to facilitate that are essay to interpretation the brand-building actions (Santos-Vijande et al., 2012).

An assumption of internal branding includes conversation through the learning of workers regarding a brand assessment, also to increase the creative as well as passionate commitment by way of the brand (Aurand et al., 2005; King and Grace, 2008). An efficient and dependable statement is to practice the reviews of a brand communications that may be achieved a subsequent.

Firstly, this empowers the workers that obtain brand awareness, also towards recognized about a brand perception. Secondly, this promotes a mental agreement among a company also includes an independent member of staff. Thirdly, this manages the workers in internalization of brand assessment. When brand awareness facilitates the workers to recognize a brand, and then selected a work permit behavior, an achievement towards an emotional and psychological agreement encourages the workers for internalize and exists with brand. Furthermore, in the organizations, workers must be considered as domestic consumers that they give an award properly compensated to inspire them for superior perceived brand messages. And also to fascinate the brand standards and generate brand civilization (Baumgarth and Schmidt, 2010; Matanda and Ndubisi, 2013).

In internal branding, a internal communications would be a starting point to concentrate the internal branding planning (Zucker, 2002), a person have secure objectives with in brand commitment and motivates behavioral changing to encourage the brand, like that consumer adaptation (George & Grönroos, 1991). Terry (2003) investigates that there is a tendency in marketing information to significantly attract the workers with the brand internal branding enterprise. He contends that just because marketers have knowledge about the brand and understand people's encouragements, demands, wants, and deficiencies, they have capacity of communication with the brand to internal employees and determined people's insights. Therefore, marketing persons build up the value in the area of internal communications and support the organization to enhance the implementation from the inside out. Internal branding leadership is supported by communication planning that brings an explanation in external and internal communication training equally (Hallam, 2003).

Internal branding mentions all arrangements which straighten the peoples' awareness, abilities and observations with firms' goal (Sullivan, 2004). It authorized an organization to accomplishment of that particular brand assurance pass away to customers' throughout from member of staff. Gilly and Wolfinbarger (1998) describes as organizations must misplaced a substitute perceptions of branding identity from the employees' perception. Internal branding encourages a figure according to a management to job in a good place, that's why fascinating efficient and knowledgeable employees to combine the companies (Ewing et al., 2002). Human resource advisers, Hewitt acquaintances, also describes a five features of performing efficient internal branding: oblation employees motivation that shine the brand promises to consumers, build up quality standards that make sure brand promises, company objectives, straighten the

organizational perspectives to give up brand promises to consumers and using these features to calculates the accomplishment of every person to make sure the consumer satisfaction and the brand identity objective. Therefore, an organization with powerful internal branding planning may creates a healthy and strong relationship among the workers, that must be attain workers, make expectation and also keep down worker possession expenses (Ritson, 2002).

Internal branding procedure consists on orientation, performances, company meetings, conferences and aspects of simplicity (Punjaisri and Wilson, 2011). According to Loveman (1998) to remain workers modernize on latest market trends and technologies; also orientation plays a key role for all workers, and not just new trainees. Same as, the main part of clarity is an important feature of internal branding that direct concerns with workers for achieving the organizational objectives effectively and more efficiently. While a company corresponds efficiently through workers about a brand, all the way through training, consultations as well as assembly meetings, a predicted production is hand over to both consumers and marketing (De-Chernatony, 1999). Investigator visualized that preferred brand identity arises while consumers have plenty of brand information, also this type of information play role the same as a dynamic strength that enhance brand identification between consumers (Keller, 2003). The cooperation among the service providers' frontline persons and consumers are important feature in creating associations between brands and customers just for the reason that this evaluates a positive and negative both understanding in between purchasers of an organization (Jha et al., 2017; Du Preez et al., 2017). A Marketers expertise, a brand intellectuals also included business practitioner accepts a brand identity is one and only central goals of industry also emphasis a competitive instrument of companies (Keller et al., 2011).

Internal branding is a combination of market, commitment deliveries and also creates interaction between employees and brand (Tosti and Stotz, 2000). Some investigator specified that internal branding is a company's intention, workers must be focus on strengthen abilities, presentation behaviors that enhance workers and also consumer communications and then building a powerful brand identification (Meehan and Baschera, 2002). On the other hand, brand identity totally achieved through excellent workers attitudes and market achievement (Keller, 2003). Identically Groome (2013) suggests that a manager can built and construct brand interaction between consumers. While consumers have optimistic observation towards an examined brand's worker, the consumers remember that service brands are positively affected. In addition, Wilson

(2001) contend this structure creates a further constructive brand perspectives as compare to other marketing actions and activities, while corporate civilization performs on workers.

The previous research of internal branding (Punjaisri and Wilson, 2007) has investigates that internal branding and its implementation (training, practice, and inside statements) can be influences workers' brand commitment, identification, and brand loyalty. Moreover, here is recognized that the only research of Punjaisri and Wilson (2007) has make a difference in between these three behaviors; other researches do not inquired these three behaviors in the one research. This is create into the attachment for this study has shows the uncertainty of term "commitment" (Allen and Meyer, 1990). Just as an instance, loyalty, and identification both are to be convinced, by other researchers (Legge, 1995; Mowday et al., 1982 ;), established an employees' commitment, that is efficient commitment, specifically. A number of other writer stake, at an adverse, treated to all as a separate manufactures (Loveman, 1998; Silvestro, 2002). Minor have been completed to give an empirical confirmation of relationship among employees' brand commitment, internal branding and brand loyalty in spite of some other researchers have pretend about that particular dedicated personnel which all are observes and having a understanding about brand standards will empowers on the way to delivers to consumers' brand potential established through a brand assurance (Allen, 2000; Kotter and Heskett, 1992).

2.2 Brand Identification:

Brand identification plays a role of mediator among internal branding and brand commitment and brand loyalty in this research. Blau (1964) recommends that social trading relationships are constructed in the long time. Over time, employees who have complete go through from the features and effects of the company's internal branding activities are seemly to continuously take up the company's trainings regards their own and will perform in according with the paradigm of the company's brand. The more workers recognize with their company, the likeliness the sizeable that they will require the advantages that they acquire by contributing behind job the demands. Furthermore, likely to established more brand commitments, and be loyal with their own company.

Previous researches have shown that the internal branding process is positively combined with the brand identification, and the impact of this process is to influence the workers' brand identification more than any other brand issues (Dechawatanapaisal, 2018; Punjaisri et al., 2009). Depend on this perceptions, the current study contends that companies may use their internal branding enterprises to generate the brand identification. That's why, workers have a power full

sense of company's brand identification that are to attract in brand commitment and brand loyalty also are willing to stay in long run with the brand. In other words, brand identification can help to transfer the impact of optimistic in the internal branding to generate a brand loyalty and commitment in organizations.

The term "Identifying" a psychosomatic procedure in which employees brand loyalty and brand commitment both are serious outcomes in the marketing study (Chaudhuri and Holbrook, 2001; Woodside and Walser, 2007). Existent study shows the particular perceptions happening on these outcomes (Harris and Goode, 2004). This research is regularly nominated the different bases or depended variables, consist of faith (Morgan and Hunt, 1994), employee contentment (Garbarino and Johnson, 1999), and supposed values (Sirdeshmukh et al., 2002; Sweeney and Soutar, 2001) enhance a brand commitment and brand loyalty in internal branding process. A unified approach is crop up that integrates all assembles in the comprehensive concepts (Harris and Goode, 2004). This study compensates an incomplete concentration regarding brand identification precursors (brand identification, brand identity) to brand commitment, brand loyalty and also not up till now integrated all of them in the conventional figures.

In the perspective of current study, brand identity could be the penetrating in explaining the relations among an organization and its shareholders (Ahearne et al., 2005; Mukherjee and He, 2008). Social brand identification perception recommends the research of customers' identity objects, especially self-esteem, self enhancement, and self-expression in expanding the purposeful associations in between brand and companies (Bhattacharya and Sen, 2003; Escalas, 2004). Current literature assembles the confirmation on the impacts of brand identity and identification on brand loyalty and brand commitment in internal branding (He and Li, 2010; Marin et al., 2009). Moreover, insufficient study must accessible on assimilating brand identity variables by social network variables in examining the brand commitment and brand loyalty. In view of both social brand identification procedures (Rindfleisch et al., 2009) and analysis in a dynamics of service (standards, value, trust and satisfaction) (Harris and Goode, 2004) put up to the costumers' psychosomatic procedures, integrating both equally procedures into the wider concepts of brand loyalty and brand commitment construction likely to instinctively sounds.

Brand identification related to the concept, by the connection of organizational structure the brand identification also arises in particular "internal brand management" survey, still with the distinctive definition (Burmam and Zeplin, 2005; Punjaisri and Wilson, 2007; Punjaisri et al.,

2008). Here specific study entail specific classification about brand identification as same as workers' common sense of integration about a brand (Punjaisri and Wilson, 2011). A few current conceptualization of brand identification revolve as a social identity assumption in according to augmentation (Tajfel, 1978, 1982; Tajfel and Turner, 1986). As a specifically, Mael and Ashforth (1992) totally focuses on entirely intellectual segments, other than Tajfel (1978) refer to a standards or values plus spiritual consequences about a connection in social identity. Because of that, a term identification effects on both intellectual and effective mechanisms (Herrbach, 2006). Intellectual identifications mentions an area in which people are comprehend with each other's as they connecting to a company. Brand identification in those areas where people have some positive emotions as a part of a company. Intellectual identification leads to an effective identifications (Ashforth and Mael, 1989; Johnson et al., 2012). In an act of effective identifications enhanced forecasts worker commitments and attitudes (Johnson et al., 2012), this appears for desired conclusions of internal brand management. According to the Johnson et al.'s (2012) an effective identifications build up, this type of information explains the identification of brand as organizational workers' perceptions and feelings that are belongs with a brand.

In according to social identity perception, identifications and commitments and are related with each other but have different assembles (Herrbach, 2006), main distinguish is, according to their association of self-concepts: Commitment is to be a optimistic sample of specific attitudes of a company: A self-concept approach and a company both are stay different units. In a conflict with, OBI [organizational brand identifications] is defined as here is supposed to be wholeness through a company, essentially connecting on their own self-concept (Ashforth et al., 2008). In organizations the concept of brand identification is strongly elastic, turning with group eminence and interactions, although brand commitment and brand loyalty is comparatively secure and abiding (Gautam et al., 2004). Hence, Riketta (2005) asserts every kind of set up has exclusive antecedents and significances.

From throughout this difference among the brand identification and internal branding, identification makes available a supports to effective commitment at the preparation of common form of consignment (Meyer and Herscovitch, 2001). A term "Identification" is a sense of unity, influences a psychological bonding (Bedeian, 2007). A hypothecate association is well founded inside the both organizations (Bergami and Bagozzi, 2000; Johnson et al., 2012) and internal brand management (Punjaisri et al., 2009) theories. Company's workers that they obtain the identity of

them through a interrelation object same as a brand (Meyer and Herscovitch, 2001) and also that they takes an constructive thoughts and emotions concerns to existing of a brand hence they must turn into psychologically attracted. An identification of a brand is on the organizations refers to an internally formulated factor, which is independently crop up froma company containing of what managers are wants about the brand to constitute it (Aaker, 1996; Kapferer, 1986).

Accordingly as a Heding et al. (2009), term identity begins with an organization, till at the end of it, the need of a company is to respond that few questions to attend as its explanation: “Who are we?,” “What do we represent?,” “What do we want to become?” Therefore, an establishment regarding as a brand identity totally relay on discovering a correct answers of those type of questions and executing all of them. However, Silveira et al. (2013) expresses a number of frameworks that makes a darken difference in the identity of a brand, catching figures of brand, and positioning of brand, mix in an domestic mission of brand managers and outside perspectives by costumers. By its nature, the theories of Kapferer (1986, 2008) and Ross and Harradine (2011) examines a factor “reflection” is a function that building a brand identification, constituting to understanding of how can a regular consumer is check out by the others. Therefore, other researchers do not consent about “reflection” is an factor that is a type of mixture of a brand identification, pointed out its an element towards their image. A brand identity elements that implied against a channel that must give an supports to this type of image establishment (Mindutri et al., 2015), of a possible space in the brand identification (how some specific needs are to be perceive in the industries) and in the image (another path that must apparent in certainty) (Dinnie, 2008). Hence, Urde and Greyser (2016) suggests about a mutual brand identity, at the time when its broadcasting and furthermore perceptional by means of others and the ending results in an corporate brand related to an image and some specific particular fame.

In an organization from site of management point of view, both identification and image apply a huge concept that can be relevant to an organization or even to a country and may be used to expand their brand (Dinnie, 2008). A concept, that is relates with a brand identification that may as well to be uses in an accomplishment of subdivisions if brand identity. This study is well-off as in explains the constructions structure to enhances the products, operations moreover for spaces of branding. Current studies represent the different additions on the subject. Some designs sustained more improvement to the expected model, in view of the guided with different school of thoughts to perform a section brand identity framework.

The research of Mindutri et al. (2015) demonstrated a few factors which makes sure a development of identity of brand. In between of factors they are different to many other reproduction of all these packaging and stationary that is used through with a particular brand, it may facilitate in a strengthening regarding as an identity. Silveira et al. (2013) makes an augmentation with moving towards an identity of a company that have in consistent impact of external variables to the organization and something that must be non-static or also may be amend by the changing of time. Besides, the work of Urde (2013) and Urde and Greyser (2016) also nominated about a brand identification that is significance through some related factors and that factors are company's internal and external factors. Ghodeswar (2008) delivery and communication of brand identity are differentiates among that factors. A few factors which are facilitate to brand communication, like that operations, promotions, superstars, shows and events. Remaining are liable for further delivery and their straight cooperation in between the customer, just like as a product presentation and having a good relationship among the customers. Within a theory about an identification of brand, it was one and no more than form which creates difference among these two features, that are considered factors is a performance of identification of brand and in the others they are presented together. Moreover, for the extra efficient administration this must be compulsory for making sure about the distribution, in the act of it provides the appropriation of purposes and expansion of planning for the specific brand in the organization.

On the neither side, the sponsorship of theory of social identity, identifications is explained as a perspectives that are wholeness to belongingness or with a social antecedent also fulfill the familiarities of it successfulness and negligence the same as his own (Ashforth and Mael, 1989). On the way for motivate them as a self-assessment, employees search for affiliations and attractions with social antecedents that are quite different, interesting, and impressive. In the same way, brand identification in terms of is likes, it crop up while this term fascinate with one or further more of their self definitional necessities and wants like that self-arrangements, self individuality, and self-encouragement (Ashforth and Mael, 1989; Scott and Lane, 2000). A factual study is determined as an emotional affection which is indicated through an identification a term that is leads some optimistic features that are in errand of that concerned term, also included as a higher assistance (Ashforth and Mael, 1989), loyalty (Bhattacharya and Sen, 2003), that is weak in out-group and very strong in-group interpretations (Hogg and Abrams, 1988), words of mouth (Kim et al., 2001), also an managerial brand commitment (Morrison, 1996). Same as, an marketing

authors are determined the term of brand identification, or else emotional relations stands for employees' oneness in terms of a specific brand that is practicing the brand's benefits and weakness same like their own personal (e.g. Badrinarayanan and Laverie, 2011; Hughes and Ahearne, 2010). Particularly, employee-brand identification is point out as customers' "psychological state of perceiving, feeling, or valuing his or her belongingness with a brand" (Lam et al., 2010). Buying and expending a brand makes able to customers for building up an identity of them. While a customer recognizes a brand acquires about features about that they make able as base "to their own identities, they" manage a brand's features keen on their own self-definition also by self-identification, and to correspond this self-definition for other individuals (Underwood et al., 2001). At the end the result is, when employees identified with particular brands in the organizations, they build up an emotional affiliation among a brand, give a demonstrated partiality, and effort of naturally about a advantage for a brand (Kuenzel and Halliday, 2008; Underwood et al., 2001). So this is particularly, just like an extreme bonding in between brands and manage the customers for effort regarding as a profit through the purchasing of a brand and that specific brand (Lam et al., 2010) becomes involved a greater stage as unforced knowledge sharing with these on condition that suggestions, commendations, word of mouth type commitments (Beatty et al., 1988). That's why, it's supposed that identification of brand should have optimistically affected through the dimension to which employees occupy within a behaviors and attitudes characterized about a brand ministration. Consequently that is a reason, to expanding the conclusion from the theory of social identity and also brand identification through the latest perspective of customer identification about a brand and evangelism of a brand.

In this research a theoretical background of brand identification just focused on a social identity theory, which indicates an employee's mentality of which they are totally based on their group memberships (Tajfel and Turner, 1985). The degree of employee's identification with a group makes out how they assigned to and seek the features of that particular group by themselves also turned to conduct yourself same like as with other group members that are closely attached to the group (Mael and Ashforth, 1992). Ashforth et al. (2008) pre-suppose persons inclined to categorize themselves but other persons in the different public grouping accordingly as a classic aspect of association that is or not achieved by constituent of a particular group. That employee who identify the brand identification with the company are same as to determine affective

perception and sensing regarding as those organizational actions and activities that must be adaptable through their intention of standards or values (Riketta, 2005).

Brand identification is particular types of social identity; in which employees are defines own as a form about their perspectives to “oneness” along by or “belongingness” through a specific brand of organizations (Mael and Ashforth, 1992). Donovan et al. (2006) explained identification through a brand is must signified with a healthy and spiritual bonding to it. It is meaningful impact on person’s ideology and school of thoughts of the brand’s attributes. The employees realize more obliged with the brand of organizations try to discover a strong relationship in between that brand (DeConinck, 2011; Helm et al., 2016). The term identification of brand towards a brand of organizations resolves that how workers are apply and also to identify the aspects with a brand for them and be inclined to those who acts the same like as with other group members in sequence of selected members and observed as an member of organization. Furthermore when workers pick an values and standards of organization slake their own personal risk, a stronger possibility is that they must identify a brand by their own brand of organization, they will performed as according to a “prototype” of an organization as well as they will allocates specific objectives in their position of employment, so that’s why a company’s pros and cons are depends on own achievement or collapse (Anisimova and Mavondo, 2010; Riketta, 2005).

Earlier research suggests that commitment and identification would reflects on the isolated ideas and thoughts (Mael and Ashforth, 1992; Riketta, 2005). Through a company’s behavioral journalism, Ashforth et al. (2008) asserts as the term “identification” is never explained at present by term “commitment”. Accordingly through the research, identifications assign with a psychology that is related with groups, and also perspective to become as interrelated in the group’s paradigm. The workers consider and feeling like a proudly to getting the membership of organizations also being a part of that brand, and also it’s a same as introduce an emotional affection with that brand also eagerness about bring to bear further try towards an achievement of the organizations (Baumgarth and Schmidt, 2010; Punjaisri et al., 2009). Since that, brand identification is contended to exist as an anterior from brand commitment of workers.

In this study brand identification takes a description like a mediator in between brand loyalty and brand commitment. Brand commitment on your own may not enough for ally oneself workers’ discernment and brand attitudes about that particular brand (Baumgarth and Schmidt, 2010; Baumgarth et al., 2013). Foster et al. (2010) contend as an identifications, totally relay with social

identity theory (Ashforth et al., 2008), that may help for impress to internalize the workers about as a brand standards and values, also to compete the firm's planning attention, that the findings and result charge to all of them to continue to exist with their currently workplace. All these influences are submitted within a theory of social exchange (Blau, 1964), that is designates about the findings of a social behaviors to the exchange procedure, that relationship of persons is created from to facilitates a give and take connection and also to the judgment of other possibility. By the passing of time, the workers those are committed with brand they will believe regarded as give back from good quality activities of a company's particular brand and make sure the equality exchange of worker's (Hirvonen and Laukkanen, 2014). When a relationship of exchange quality creates satisfaction in the mind of the workers' desires and wants, throughout they all are like as pay back to their organizations through founding a optimistic, long-standing, and an attractive reciprocal relations, and also picks up the "pro brand attitudes" (Chang et al., 2015). Throughout an impact of civilization of brand-oriented statement, and additional consigned workers are, also they recognizes more with the brand of organizations, and the bigger possibility for them for being a faithful and probable to carry on through the organizations.

The first phase, which expanding and explaining those relations expect an incorporation of a brand identity in establishment of structure that operates a loyalty in internal branding that identify as a comprehensive assembles in primary research. Employees may generate a well-built relationship into a brand to fulfill its identity (Fournier, 1998). A brand (with corporate) identification derives a difference and comparatively abiding aspects of a main brand (organization) (Balmer, 2001; Bhattacharya and Sen, 2003). Brand refers to contain a powerful and interesting identity, once this identity is much different and more impressive (Bhattacharya and Sen, 2003; Dutton et al., 1994). Differentiate the brand identity be able to assist the employees to execute their self-definitional necessities for distinctiveness (Berger and Heath, 2007; Ruvio, 2008; Tian et al., 2001). Different persons have different levels of encouragement as well requires for uniqueness in own their identifications (Tian et al., 2001). As a consequence, a brand by way of extra uniqueness identity must be beneficial to hiring employees' attitudinal and action supports. Motivating and keep saving self-esteem are other identity-related aspects for conducting a brand choice and consumption (Kressmann et al., 2006). Self-encouragement maintains when employees believe that the focal brand is an impressive and it has extremely well reputation in the market. Inspiring and impressive brands they even not well in quality and worth, but significantly on a

better position, for the visible expenditures (Kirmani et al., 1999). The study demonstrate that a corporate fame may have optimistically impacts on employee–brand correlation (Cornwell and Coote, 2003; Sen and Bhattacharya, 2001), and also building that exterior esteems an optimistically impacts on identification of organizations (Fuller et al., 2006; Smidts et al., 2001).

This study suggests that the values, believes, and satisfaction mediates the features of brand identity scheduled on brand loyalty and brand commitment. First, brand identity creates a brand value. Brand that has a physically powerful brand identity, and it refers for convince their employees' representative needs more from their particular needs. Accordingly a comprehensive values and principles of recognized rates (Parasuraman et al., 1988), that's why brand that has a strong identity is motivates the value of perception. Some previous literatures elaborate the some demonstrable support for such impacts. For example, Steenkamp et al. (2003) got that particular brand features (e.g., brand globalization) motivate the brand value. Hansen et al (2008) discover that corporate fame extremely related to the gained monetary or economic value. Additionally, brand identity is connects to the satisfaction of employees' very positively because noted before, the identity of a brand describes as a certain status and distinctiveness, that in turn can be accommodate employees' needs for uniqueness and self-encouragement. For example, Chun and Davies (2006) discover a brand quality or its personality is positively associated to the satisfaction of employees. Brand identity personally connects to the brand trust extremely. Here are two psychological procedures that creating a loyalty is specifically related to the impact of brand identity on brand loyalty (Doney and Cannon, 1997). Employees observes a brand with strong identity (high reputation and elevated uniqueness) as obtained a much cost on expenses and seeks profit through operations as deceitfully owed by inherent loss of brand fame, that consistently creates a brand trust.

2.3 Brand Commitment:

A concept 'commitment' has to be used broadly insides internal branding background (Ind, 2001). Here, some literatures (e.g. Benkhoff, 1997; Bloemer and Odekerken-Schr_der, 2006) that have examined the employees' loyalty in conditions for dimensions about services, echo by a continuation or else measured an obligation and commitment set up. Faithful workers of the organizations are created to display a comparatively secure, stable and attentive bias to employ a link with their management (Bloemer and Odekerken-Schrder, 2006). In the same way, Reichheld

(1996) considered a commitment to enthusiasm that is carrying on in the current organization. Employees' commitment is a crucial capacity of the organizations' service in respond with the efficiently to consumers needs and desires. It refers to the low costs through the decreased enrollment, training and guidance expenses and all those cost abilities that can arises from the skilled and trained employees who are higher to the speed and famous with both the project on their hand and their consumers, through that improves an organization's profits and strengths (Reichheld, 1996; Reichheld and Sasser, 1990; Rust, Zahorik, and Keiningham 1995). Is a contract among other researches in the marketing place (Brown and Peterson, 1993) and in the organizational behaviors and attitudes (Reichers, 1985; Labatmediene et al, 2007), Pritchard, Havitz, and Howard (1999) assert that promise is a core antecedents about loyalty or maintenance.

Brand commitment is defines as the dimensions of an emotional understanding that workers of the organization feel good to classify about a specified brand (Burmam and Zeplin, 2005). A few studies offers a particular concepts (Burmam and Zeplin, 2005; Kimpakorn and Tocquer, 2009). May be, mainly impactful concept of commitment is Allen and Meyer's (1990) definition by a sentimental, continuity and normal commitment. An Affective commitment make references about the workers' psychological affection with an organization; a continuance commitment and a prescriptive commitment reviews the expenditures of retire from an organizations and comprehend liability to continue to exists, respectfully (Allen and Meyer, 1990). A continuance commitment and a prescriptive commitment imply on high necessity center of attention, rather than an affective commitment, referred through an inside situation that must high volitional in the organization. In the concerns of all those differences that are much important because of every company try to find a supplementary from their workers than minimally a continuous relationship (Meyer and Allen, 1997). This is how, complete know how about the worker's objective of to stay there is very significant, but a commitment is build up an internal brand management situation includes an essential elements that is put up for a worker's brand-related behavior. A descriptive and a continuance phase about a commitment that is doubtfully guide about a pro-brand behaviors (King and Grace, 2009).

To a certain extent, these commitment's phrases may opposed from brand citizenship behavior. Hence, King and Grace (2009, 2010) recommended a usage towards an affective commitment in the direction of characterize the term brand commitment, for the reason that of this is a psychological effect, internal aligned accessory is differ from the prescriptive or continuance

attachment that shows the external attitudes and behaviors. An internal oriented attitude enhances and motivates the comfort behaviors in according to these attitudes. By means of this definition, the concept of an affective commitment through Allen and Meyer (1990), so this type of research submitted a brand commitment of workers in organization that is a more dimensional construct, reversing a psychological attachment with the brand.

Brand commitment is turn out a precedent of brand associated workers behavior (Punjaisri et al., 2009; King and Grace, 2010, 2012). Burmann and Zeplin (2005) forecast the impact upon the bases of OB study that is look forward as a constructive impact of commitment of organizations on OCB (Meyer and Allen, 1991, 1997; Podsakoff et al., 2000). A few investigations formalize this association by trial and benefits (Meyer et al., 2002), also a number of practical proofs may specified a collision about brand commitment scheduled on brand citizenship behavior (King and Grace, 2010, 2012). Hence, accordingly the basis of attitudinal study (Rosenberg and Hovland, 1960), that OB study (Organ et al., 2006) and internal brand management study are those in which (Burmann and Zeplin, 2005), workers that they are personally and sensitively involved with that brand must be make a strong brand throughout their behavior.

The term "Commitment" describes as a positive attitude with reference to the organization: The employees and the organizations are remaining two different units, organizational identification is described as like, it is recognized and perceives as oneness in the company, very unavoidably affecting of one's self-conception (Ashforth et al., 2008). On the other side "Brand commitment" makes able to the organizations for interpreting the purpose (the brand promise) within the worker's behaviors as well as attitudes (Xiong et al., 2013). Some number of internal brand management reporting especially thinks about the brand understanding, even although within the convinced barriers. Kimpakorn and Tocquer (2009) record an achievement to understand the concept of branding on the brand commitment, rather than they did not inquired in to them in a connection between brand identifications in employees' behavior. Furthermore, they put into operation as a one dimensional design, categorized a brand comprehension. Xiong et al. (2013) reflect on broad set of connections to evaluated the brand accepting through consisting of a brand commitments as well as employees equity of brand insides their framework. The employees must take up a multi-dimensional techniques that are arrange a brand accepting behavior, except employees did not detailed about the aspects for brand trust as well as they think about why, where and how these aspects might be together with update a brand understanding as

the bigger order is build up. This might be acceptable to indicate that, indeed, brand understanding is a bigger order element that is considered in a few multi-dimensions. Constructing on this narrow practical work, the present research defines brand understanding as workers' awareness about the brand-related knowledge. Improving the occupation of Xiong et al. (2013), that multi-dimensional establishment thinks about a theory of work aspects (JCT) (Hackman and Lawler, 1971; Hackman and Oldham, 1976) consist of behavior significance, a brand application, information about a brand and brand's self-confidence (Burmam and Zeplin, 2005; Wentzel et al., 2012; Xiong et al., 2013).

Significance of this study has brought up the uncertainty about a term of 'commitment' (Allen and Meyer, 1990). For example, identifications as well as loyalty are being of the opinion, through a number of researchers (Legge, 1995; Mowday, Steers, and Porter, 1982; Porter et al, 1974), for establishing a worker's commitment. Few researchers have, on opposed think about that they are take apart assembles (e.g. Loveman, 1998; Ashforth and Mael, 1989; Silvestro, 2002). Many grouping about the researchers (e.g. Benkhoff, 1997; Peccei and Guest, 1993) are disapproved about all outcomes in a Porter et al (1974) this type of identifications, additional effort, and have wish for stay behind all elements in a commitment. Present researchers make sure these elements must be measured by a split view. Since a behavior of the company, Ashforth and Mael (1989) research contend that even if some authors can have identify the company's commitment with identification of a company and the concluding are the aspects of founders, their study is regularly utilized for the calculation of commitment and its recommends to identification is not only described through the commitment. The research of Mael (1988) recognized that an evaluation of commitment and identification is hold up these both variables are remains different. Accordingly as set of researchers, identification tends to create logic of relating with groups also have observation for being a knotted with that specified group's objectives; researchers make out themselves as being a personate of an unit (Mael and Ashforth, 1992, 1995; Tolman, 1943). As an illustration, workers that they recognize themselves with brand perspectives of their pros and cons regarding a brand the same as their own company (James et al, 1977). They act upon as a delight within their group members and it would like to be generates a behavior which is increases an independent image of that particular brand and its company (Oakes and Turner, 1980). Kelman (1958) and O'Reilly and Chatman (1986) acknowledged that an identification with brand identity is as operator of a brand commitment. Same as, identification of a brand is contend to being as anterior about organizational workers' of brand commitment, that must explained as "the extent of

psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand goals" (Burmann and Zeplin, 2005).

2.4 Brand Loyalty:

Loyalty has been implicit from two points of view in marketing; one is behavioral and second is attitudinal (Dick and Basu, 1994). The term behavioral loyalty is a symbol of the repurchasing a behavior of an employee or a customer over a period of time. On the other hand, the action of re-purchasing can be complete either out of satisfaction or be short of alternative (Perez *et al.*, 2013). This sort of loyalty is also named with "spurious loyalty" and may arise even if the organizations have an awful reputation (Dick and Basu, 1994). For that reason, measuring a loyalty is only on the base of repurchasing behavior, it is a narrow approach (Day, 1969). An attitudinal loyalty is on the other side, it is an extensive approach that is to understand and also measureable loyalty. Attitudinal loyalty tends to have a level of commitment of a customer or employees make on the way to service provider or to the brand (Chaudhuri and Holbrook, 2001). This sort of loyalty is not only connected with the repurchasing behavior (Ganesh *et al.*, 2000) but also have a positive word of mouth (Selnes, 1993). Some researchers investigate the organizations identification that has found a positive relationship between a loyalty and customers' psychological attachment and commitment towards with the organization (Marin *et al.*, 2009).

Throughout the year of 1987, the establishment of brand loyalty in marketing field and into the assembly room as organizations were being purchased for massive multiples and take some time and again has the reason that was given "the brand." Grand Metropolitan's purchase of Heublein, the founders of Smirnoff vodka, generated the exclusive situation where the value of a brand would be evaluated to the private label of vodka product. This measurement leads to the concept or notion of a brand loyalty. In era of 1988, a number of economists' publications stated that this is a Years of Brand. In 1990s the brand is elaborated apperception about to expose this brand once more time when scheduled at April 2, 1993, then Marlboro scratch the costs Marlboro Friday. Just because if this very important and expensive brands had to cut in the world about price tag then many thoughts about a brand were dead. But at a Monday tracks to Marlboro Friday, a supply market cost to pack up the goods of the organizations are fell down at \$25 billion. A financial group of peoples were sayings that might be punish the weak ones and give incentives to very strong brands (Light, 1997). In view of the fact that Marlboro Friday, traders are once more

focuses a broadly on construction of a brand loyalty. Many items to facilitate about takes an action to go from the increasing and also maintain a loyalty in brand, it's an antecedent of internal branding. The long-held assurance that employees that to be loyal with a particular brand and symbolize that no more than cause about continuing the transaction, other than also additional money-making transactions are on the top, also have a encouraged organizations that are empowers a major possessions in the growth and development about a particular brands. A connection among the loyalty for purchasing a performance and a bigger market shares has to be documented (Fader and Schmittlein, 1993), and to have an assurance that loyal consumers are pay out extra money in the corporation, and are low costs perceptive, and to put up the positive recommendations about a specific brands (Dowling and Uncles, 1997). Before the time, study scheduled about brand loyalty trunks by product of service agreement and disagreement study. Even though, simply to have a consumer satisfaction may not to create a branding concept within the loyal consumers. Just like that, the consumers who are claimed for being satisfied or very satisfied, in among the 65% and 85% should be imperfect. Within the few organizations, like as in an auto-organization, at where from 85% to 95% of customer statement is satisfied, but from 60% to 70% customers are move to a different variety of brand (Dowling and Uncles, 1997). Aaker (1991) explained a term "brand loyalty" is like core determinants for a choice about a brand also internal branding. The researcher noted as a brand loyalty in the organization is basis on its frequently hub about that particular identity of brand. If the consumers are imply in different about a brand and must gained a high opinion quality, cost, and so on, here is like a little equity. Baldinger (1996) argued about as a dominator inside a market, the product volume of an industry is the core need. For being as again full marketplace dominator, an organizational desires for a brand loyalty. In some times before, a number of organizations are supposed a brand loyalty in a few years ago was just like as a little packaged goods community accomplished. But now today, still in a non marketing business are appliances, business to business, taking a trip of airlines, hotels, money, or even a constant main framed workstations and organizations going to assuming the rules and regulations about a brand loyalty administration. Jacoby and Chestnut (1978) noted to in excess of fifty singular equipped definitions about a brand loyalty that must to be managed inside a hundred of theories in the subject. A few misunderstanding indisputably trunks by a behavioral and an attitudinal dimensions about that perceptions. Although a number of definition refers a focus on the behavioral dimensions (in a purchasing point if a consumer purchase a brand for three or four

times, then she or he can think about that brand must be loyal) these kind of operations refers to a puzzle of brand loyalty through closes up, however the different assemble – repeat the buying behavior of employees. Duplicate purchase, any more, is not satisfactory proof for the loyalty of brand. A brand loyalty must associates a attitudinal dimension (Newman and Werbel, 1973). Jacoby and Kyner (1973) firstly explained the brand loyalty is including six compulsory circumstances. “These are that brand loyalty is: (1) the biased (i.e. nonrandom); (2) behavioral response (i.e. purchase); (3) expressed over time; (4) by some decision-making unit; (5) with respect to one or more alternative brands out of a set of such brands; and (6) is a function of psychological processes”. A core discrimination among the duplicates exchange behavior and a brand loyalty having a six obligation – emotional procedure. Light (1997) show again a previous caution not for puzzle to show again a behavior within the loyal of brand behavior. A researcher make a note to repeat them any behaviors can procure by induces like that discounts on the prices and many coupons are availed. Bloemer and Kasper (1994) in the same way to make a distinction among the spurious brand loyalty and it is a true brand loyalty. Even though a behavioral feature about two assemble must be similar, a true brand loyalty oblige an emotional commitment where as an imitation loyalty playing a role of inactivity. In a recent era marketers are focuses on to attempts to creating a true loyalty throughout the consumers relationship of management (CRM), relationship marketing, loyalty of marketing, all are well-liked marketing administration themes in this era. So these plans, such as an easy discounts and coupon, refer by a work scheme towards a buying behavior of loyalty other than earning and winning. Today’s a very important and famous method is a loyalty license or a loyalty plan. Even though a marketer who starts this at very first within a group for build up this kind of programs definitely gets a few in a very short term loyalty, some time ago participants expand a comparable competitive loyalty program in a group to become similar to a common circular programs of airlines, in advance repeated behaviors rather than may not a brand loyalty (Davis, 1994). Many authors have an argument about a brand loyalty has to be generated by an analysis of the marketers and also focuses on the standards and values of the loyalty of consumer with organizations and the next is how loyalty be supposed to control. A lesser amount of job has to be completed in the employee part asks for how and why employees grow to be more loyal and stay loyal with the brand (Schultz and Bailey, 2000). A turn down inside the loyalty is never imperfect for goods packaged, moreover. Regions are assorted like work stations, fast food, as well as extensive expanses services are to discover that consumers exit a

brand just for to try competitors or else smaller identified private tagged products (Cauldron, 1993). Creating a brand loyalty, although giving a more concentration is like as in receipt of difficulty for achievement. A brand incurring, globalization and also media division in these days conceptualize into the markets. Consequently, an aggressive brand loyalty is to being a move within the market creating strong merchants and also to enhance the channel. Divisions of channels are also being fundamentally modernized and nowadays customers discover quicker and easier to find what they want. On a latest phase, expected through Munger (1996) it's a strong move by power of a media channel to attain a command of employee. Individuals may proactively find a path throughout to interactive the channels for exhibit their services and products that organizational employees wants. This all changing's in markets generates a marketing extra challenges in a brand, yet there is a very serious for continuing the profitable expansion. As a consequence, organizations should keep on classifying the inventive methods to generates, assemble, and also look after of the loyal consumers they both have an emotional commitment regarding a brand. Many employees must complete to construct a behavioral characteristic in form of loyalty; in other case many organizations have an emotional commitment with employees for sakes of brand must be mysterious.

Brand loyalty is main problem within a market study (Nguyen et al., 2011). Oliver (1999) defines a brand loyalty is as “deeply held commitment to rebury or preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior. Accordingly Chaudhuri and Holbrook (2001) this type of definition gives emphasis as two singular features of a loyalty that was explained in previous researches: the first one is “behavioral” (repeated purchases of a brand) second is “attitudinal” (commitment). Brand loyalty must completely allied to the words of mouth infrastructure (Gounaris, and Stathakopoulos, 2004), marketplace allocates and comparative value (Chaudhuri and Holbrook, 2001), also an organizational economic act (Kim et al., 2003). In addition, an authority of a brand character on brand loyalty is being broadly exposed (e.g. Brakus et al., 2009; Lin, 2010; Nysveen et al., 2013). Prior research shows that honesty and also excitement are ultimately have impact on the brand loyalty (Sung and Kim, 2010). Furthermore, Su and Tong (2015) examined honesty is in a straight line influenced on brand loyalty. Gordon et al. (2016) discovers a liability and action both are considerable in a relation through behavioral objectives regarding as a service. Toldos-Romero

and Orozco-Gómez demonstrates an excitement and honesty both have associations of purchasing objective. In a perspective in company's brand, Rampl and Kenning (2014) set on views as honesty and excitement both characters are calculate the brand influence. In conclusion, Teimouri et al. (2016) elaborates that here is a positive relations among excitement and sincerity on the behalf of consumers or a loyalty of employee statement.

A term of brand loyalty is explores as a positive thinking just earlier than the brand and a strong allegiance to purchase the equivalent product/service continually at the current and in the future from the similar brand, in spite of the consequences of competitors' activities and actions or alteration in the contiguous environment (Liu, 2007; Wood, 2004; Oliver, 1999). On the whole loyalty consists on both attitudinal and behavioral factors (Chaudhuri and Holbrook, 2001; Dick and Basu, 1994). Attitudinal loyalty conducts to show the customer willingness to purchase on a superior price and defeat the barrier to purchase (Bandyopadhyay and Martell, 2007). Even as the behavioral loyalty is the authentic action of re-purchase the goods or services (Grassl, 1999).

Hypothesis 1 (H₁):- There is a relationship between internal branding and brand commitment.

Internal branding has a significant effect on organizations for being as coordinator of brand commitment (Punjaisri & Wilson 2007; Punjaisri et al. 2009) and employees' brand commitment is an essential part in internal branding to facilitate workers' about brand behavior (Thomson et al. 1999; Kimpakorn & Tocquer 2009). (Thomson et al. 1999 ;) contend, when workers have complete awareness and have core understanding about brand values then they become very committed with particular brand or industry and have training and observation about brand behavior. As a consequence, to examine the attention of what current study stated and how internal branding could recognized to generates a brand commitment as well as what structure of instruments are build up an internal branding procedure in organizations. Hence this is stated that internal branding procedure could trunk from an integrated stand phase and could not be handled effectively of all distribute manner (de Chernatony & Cottam 2006; Mahnert & Torres 2007). Here, many industrial attitudes and behaviors wants to be taken into examination process and also integrated this procedure, that is: marketing tools and commitments (Punjaisri & Wilson 2007; Punjaisri et al. 2009a,b.).A management field (Vallaster & de Chernatony 2005) identifies and figure out, HR management (Aurand et al. 2005, de Chernatony et al. 2006; Punjaisri & Wilson 2007, Punjaisri

et al. 2009) also background of the internal organization. (Gotsi & Wilson 2001; Punjaisri & Wilson 2011) Many studies states that internal branding is a multi-functional procedure that is involves a marketing office and human resource (HR) departments (Rafiq & Ahmed 2000; Aurand et al. 2005; Punjaisri et al. 2009a.b; Burmann et al. 2009). An understanding among these two departments would be occurs as human resource department studies that have many information about conduct the workers other than at low point are internal branding actions. Second is market department of brand commitment relay on best approaches about the corresponding of brand in external environment but at a low point this referred to an internal branding procedure (Aurand et al., 2005; de Chernatony and Cottam 2006). Aurand argued that many other imperative and comprehensive dimensions of human resources included as one internal branding system is builds up a extra brand communicates to the brand behaviors within the workers; this is involves recruiting, hiring, training and motivations to constructs a workers commitment with a particular brand and to deliver the brand values. Collaboration among the human resource management department and a marketing department is must be remaining to emphasize a commitment about values of a brand in internal branding to workers (Mahnert & Torres 2007; Punjaisri 2009). He have argued that inside communications and training program and practice schedules must be efficient and on brand behavior of employees are maintain the brand. Continually reminders, hints and training are need that is promoted by the choices of de Chernatony et al. (2006). Burmann et al. (2009) stated that moreover, an administration is a main element within the internal branding achievement and figures about brands are allied to the management along a side of internal branding communications and training programs should be scheduled. Same as a long time procedure that show to employees' commitment of brand and on brand behavior. King (2010) also argues that if one brand behaviors and employee brand commitment about CCEs are must be scheduled. A manager wants to defend an addition about workers on standard and authentic source. Their mean workers are observed and acquire a credit for their addition that would become extra committed with company. Punjaisri & Wilson (2011) is further argued that a long term workers are stay with specific brand, more critical and central way. It is implemented that internal branding increases their commitment about a brand; if not the workers may become bored with that brand and starting doubt with its relevance for the employees. As a internal branding objective to be delivered at performing a shared awareness of a brand beyond the whole and complete

organizational employees, present studies have displayed its positive relationship and have authentic impact on the brand commitment of employees (Punjaisri and Wilson, 2007).

Hypothesis 2 (H₂):- There is a relationship between internal branding and brand loyalty.

Various researches have examined a connection among the organizational employees' brand loyalty and internal branding (Papasolomou and Vrontis, 2006). Moreover, a concept of this study has emphasis about an impact on internal branding of brand supporting behaviors of employees and attitudes (e.g. Boone, 2000; de Chernatony and Cottam, 2006; de Chernatony and Segal-Horn, 2001; Hankinson, 2002; Kotter and Heskett, 1992). hence, an internal branding might figure out to employees' behavior on a large scale that must support to the dimensions when workers be aware of and loyal with an organizational brand and also committed and faithful in a brand standards or values and ethics form inherited in a brand promise (brand loyalty), as well all they will be examine the techniques that revel in with the customers' brand expectations. That's why, this type of connection and relationships have a positive impact and still have needs in the empirical conformation.

An internal branding is materialized the relationship as it boost up the organization for developing a brand, specifically for workers (Ahmed and Rafiq, 2003) with/ an specific objectives are make sure that congruity among the inner and outside the brand communications and exchanges (Mitchell, 2002). To be exact, this make possible that brand communications (brand loyalty) are to be transferred by the workers in to internal branding element have a realism that must reflect to the customers' particular brand experiences (Boone, 2000).

That's why, just because of the absence of the study in theory of internal branding, here are some lessons that boost up all details which have impact on internal branding of the organizational employees' brand attitudes (brand commitment, loyalty and brand identification). Few and far between, if a little study has been completed to facilitates the experimental confirmation or evidence of connecting among the organizational employees' brand-supporting behavior and internal branding. Even if some investigators are predicted to consigned employees that are appreciate the brand principles and behaviors might be unable for delivers to consumers' brand prospects which are related to a brand promise (Allen, 2000; Kotter and Heskett, 1992).

Hypothesis 3 (H₃):- There is a relationship between internal branding and brand identification.

On the basis on theory of social identity, the current study has been examined the relationship among internal branding and brand identification that can promotes employees' brand identification shown their mentality of oneness. It's just because of internal branding instrument that help to motivate a brand on the right way to using the inside (in the organization), out access that, in which is regarding the communicating and civilize employees on the base of information and awareness of brand messages (i.e. values, beliefs, artifacts, dimensions, assumptions), also in a more impact such instruments in other organizational trainings (i.e. business planning, role framework, performance appraisal, motivational results). Such social procedure will be alert their mindsets with a work conditions and assumptions and expectations, in advance all of them to relates with the work forms to become a good organizational identity (Rousseau, 1998), this may be examined that employees will want to best work in internal branding process, and becomes an attitudinally connected with to that particular brand, when they are well educated about it, they realize that they are a type of their organizational behavior and also getting engaged in the work procedure (Hurrell and Scholarios, 2014; King and Grace, 2012; Liu et al., 2017). This dimension is in connect with the previous study that internal branding activities and assumptions are like to be mentioned a sense of belongingness in the employees; throughout this study they examined a strong and healthy social identity towards the organizational brand (Punjaisri et al., 2009). Sartain and Schumann (2006) defined that "if the brand doesn't live on the inside, it can't thrive on the outside and if the brand isn't built from the inside, few may believe it on the outside." it is company's internal branding efforts in order to enhance the employees' identification with that particular brand.

This study elaborates the employees' brand identification as a mediator and also mentioned a link among the internal branding and cooperates with whole structure and planning of organizations. Blau (1964) suggests that social exchange relationship are creates in the long run with in the organizations. Over some few time, employees that have trained and experienced benefits of the company's internal branding actions and activities are like to be continuously pick an organizational practices as their own and act as in according with the model of the company's brand. The moreover employees identify and explained with their organization, the higher the

tendency that they will be retaliates the benefits they accept by contributing behind the job requirements. That is why; employees who internalize and initialize the brand's behavior and value particularly identified themselves with the brand, and hence are like to be determined more branding supports behavior, and to be loyal with their organizational tenure. Previous study have recommend that the internal branding procedure is positively affected and associated with the brand identification, and also that, this process have an positive impact on employees' brand identification and more than each other brand issues (e.g. Dechawatanapaisal, 2018; Punjaisri et al., 2009). According to this perception, the current study contends that the companies may use their internal branding activities and actions to bring about the brand identification. Hence, those employees with relatives to build a strong emotions and sense of organizational brand identification are like to be engaged in brand behaviors and also are willing and responsible to stay in long run. In different studies, brand identification may help as an impact of positive relationship and effect of internal branding is to create a brand behavior and retention to stay.

It is examined that two employees of a company with similar benefits and good ethics from internal branding actions may be understood and comprehend as well as adopt them different relations to their specific characteristics and values. Brand behaviors and attitudes may be impacted by some other types of personal elements (e.g. age, tenure) just because of increasing the variance in the workplace of an organization. Punjaisri and Wilson (2011) observed that there can be alteration within the employees based on persons oneness differences that will be impacted brand related perspectives and attitudes. Although, the efficiency and effectiveness of a internal branding on enhancing the brand identification that can be tone down by a area of elements related to the employees' differences.

A present research highlights the connection of internal branding and brand identification, the work generation and organizational reign are examined as reducing and moderating the variables in specific relationship among brand identification and internal branding. These moderators must combined the individuals' experiences at over time from the shared ancient and historical events of the association (Gursoy et al., 2013) and from the publicity to their organization (Punjaisri and Wilson, 2011), following their life and career achievement stages, specifically (Sturman, 2003; Twenge, 2010). Furthermore, it is useful and beneficial to consider these factors as moderators that can be treated as critical and demanding elements to endure the employees' attitudes and perceptions behind the brand, it's not just considered them as to control the variables of branding

(Stoner and Gallagher, 2011). When workers spare time a longer period in the organizational sector, they can be gets more information or seeking knowledge about their work area. Also they have periodic interactions with the organizational actions and activities as a well as the experience is more socialized process (Rousseau, 1998). According to the result, they all are like to be enhancing their organizational identification, and also their perspectives of an accurate figure and quality of a company becomes a bigger and clearer as a specific period is increases (Ashforth et al., 2008; Riketta, 2005). That is, a strong identification may be established in the long time, when employees have spent great time in serving as the organization and also have interest in internalized the missions and objectives of organization, and have a core attributes of the organizations brand (Helm et al., 2016). Punjaisri and Wilson (2011) also specify that employees that have an idea of worked longer in order to create a stronger social connection with their organizations brand and also have higher potential of impacting their identification. Enclosing of this reasons, it is evidence that organizational tenure will have strengthen the positive relationship among the internal branding and brand identification.

Hypothesis 4 (H4):- There is a relationship between brand commitment and brand identification.

When going through present research on the relationship of brand commitment and brand identification, no any other theory has been conducted through, how and where these variables are conduct the aspects of commitment in connecting with the brand identity. Since this study shapes that an employee brand communication is linked positively with the brand identification. Also brand commitments tend towards to the economic area, expressive and emotional attachments refers to that an organizational employee may have towards a brand (Kemp & Bui, 2011). Brand commitment has been explained as contain two major factors that is an affective commitment and second is continuance commitment. An Affective commitment is the employee's psychological attachment in towards the brand, that is symbolizes the strong sense of individual identification. The second is continuance commitment it is the employee's willingness to connect in promotional objective or it includes the employee's intentions to keep on a relationship in enhancing the brand identification concept because of different and insufficiency calculative price tag (Kemp & Bui, 2011). Employees with a healthy level of commitment who and have set up strong relationships with the brand, tend to have a strong relationship between themselves and also with the brand and

still employees are considered that this particular brand is an important part of the internal management and also the organization. Chaudhuri and Holbrook (2001) put forward that a brand commitment is positively influences on brand identification and in line up with this theory. Many theories stress upon the importance of considering an internal brand commitment and brand identification both are like a cross-functional procedures that involves marketing field and human resources (HR) departments of an organization (Rafiq & Ahmed 2000; Punjaisri et al. 2009). A relationship among these both departments must be stay alive like a human resource department measured that have many skillfulness inside the managing workers of a company. Other than a low concerning branding actions and activities that thinks about marketing departments have enhanced and superior expertise for communicates a brand on the outside. Except that low concerning when it move towards to an internal branding procedure (Aurand et al.2005; de Chernatony and Cottam 2006). Aurand et al. (2005) furthermore it stated an additional vital element for human resource attachment in the internal branding is a commitment with brand is considered by identification of more than communicating brand values and behaviors of the workers. It involves the hiring, enlisting, instruction and motivational to making workers committed with delivery of a brand behavioral and standards. A connection among brand commitment and brand identification in the marketing and organizational departments should exist to support the values of employees (Mahnert & Torres 2007; Punjaisri 2009b). Punjaisri et al. (2009) and considered in order to internal commitment and instruction program schemes is to be very efficient. On brand behavior of organizational workers are uphold, constant cues and training is considered necessary that it is hold up through discovery of de Chernatony et al. (2006). Burmann et al. (2009) said that management and control both are essential and main element of internal branding also achievement of related to brand management along with the internal brand commitment and training about identification programs must be considered as a long term procedure. Through this show the way to employee commitment and on brand identification behavior.

Hypothesis 5 (H₅):- There is a relationship between brand loyalty and brand identification.

A brand loyalty and brand identification have a positive relationship with each other, the researcher recommended that the employees can have long run relationship with those organizations that are psychologically involved with the brand and this connection acquire the

employees to the phase of loyalty (Thomson et al., 2005). The brand loyalty of employees is as a motivation to stay behind with the present and latest field of employment in the organization. When an employee wants to identify their brand within the organization or outside the first preference is there “loyalty”. A Loyal employee is like to be making obvious moderately constant, established and purposeful affinity to connect in a correlation by their employers. It’s an essential way to make visible identity of brand (Bloemer and Odekerken-Schröder, 2006). Mostly in particular, it is a serious to the ability of any organization is to take an action efficiently and well-timed to employees’ demands, in view of the fact that sales employees are one of the important assets that may be make available a sustainable competitive benefit. Brand identification is ten to referred with as a self-image equivalence or self-connection with a brand and is explained as, “the extent to which the consumer sees own self-image as overlapping the brand’s loyalty” (Bergkvist & Bech-Larsen, 2009). In advance, Bhattacharya and Sen (2003) imagined that in a market framework, the employees generate their social identity with correlating themselves in brand loyalty. That must reveal and support their self-identities. Behind the good workforce leads to decrease in efficiency and quality of a work and also in conditions of direct rate represents economic costs (substitute, guidance, supervision instance), and possibly other significant terms of indirect rates (self-esteem, alliance, anxiety on outstanding employees, organizational information) and also the failure of social investment (DeConinck, 2011; Hughes and Ahearne, 2010). To deal with this problem, the organizations can have a need to pick the protective approach to keep hold of such employees. A motivation to remain is very important for the organizational competence to successfully respond to the market necessitate, and also carry on a employees loyalty, that is in spin leads to business achievement (Bloemer and Odekerken-Schröder, 2006; DeConinck, 2011). As a result, it’s argued that both brand identification and brand loyalty have a significant impact on the employees behavior and as well as a brand identification is a key antecedent to a brand loyalty or retention.

A representation of a social identity theory, identification is an observation of oneness with a group of members or an organizational employee (Chou, 2013). The term Identification is on the whole a perceptual put up involving identity in shape and also an identity matching (Mael & Ashforth, 1992). To make longer the concept of this theory, brand identification may be explained as employees who recognize the level to which one describes oneself by the similar characteristics held by the brand. Past study established that brand identification encourages employees’ favorable

assessment of a brand (Ahearne et al., 2005). Employees brand relationship designate that employees take on in pro-brand behaviors just because they identified to with the main brand and this kind of brand identification begins large because of the identity of the brand loyalty relations (Kuenzel & Halliday, 2010; He, Li & Harris, 2012). As succinctly put by Belk (1988:160) “we are what we have what we buy, own and consume, define us to others as well as ourselves”. For this reason, all brands have the capability to represent, report to and talk with the attractive employees’ identities (Lam, Ahearne, Hu & Schillewaert, 2010). Current research has also exposed that brand identification and brand loyalty has a positive impact on internal branding (He et al., 2012). Kuenzel and Halliday (2010) hypothesize that when employees of the company are connect themselves with a well-known brand, they gained positive brand identification and this guideline for employees to connect and be converted into committed with the well-known brands in order to enhance their self-esteem. Brand loyalty and brand identifications are established towards the service brands are measured to be more demanding than brands related with goods. This is because the indescribable nature of service brands is allied with enhancing the employees’ supposed risk of purchasing a service. To tackle this concern, the brand reminder are recommended as a way to generates the brand image which, in turn, impact of service purchase decisions (Brady et al., 2005). As a extrinsic amenders such as promotion and individual appointments have been exposed to be important influences in buying decisions (Brady et al., 2005), thus it is logical to recommend that a stage of identification with a brand is the end result of that particular brand reminders. Particularly, Kuenzel and Halliday (2008) reveal that corporate statement, in accumulation to the awareness of that particular brand that the brand is healthy observed that has a positive significant authority on employees brand identification. Consequently, with the possible for the CBI arrangement happening previously to recognized, thought is also given to the achievement of such identification in the brand loyalty configuration equation. In particular, dependable with cognitive conflict theory (Festinger, 1957), which recommend that employees tend to rationalize their choice by creating the positive dimensions of the chosen brand and by containing its negative feature (Mazursky et al., 1987; Sheth and Parvatiyar, 1995), it is suggested that CBI affects the established loyalty predecessor of service quality, professed value and brand trust.

Hypothesis 6 (H6): Brand identification mediates the relationship between internal branding and brand commitment:

Current study is structured to ensure the relationship among internal branding and brand commitment with mediating role of brand identification in restaurant industry. In addition lesson is explaining the information gap through debating the mediating position of brand identification between the internal branding and brand commitment in the restaurants industry brands. This is viewed that the internal branding study has focus and definition (Mahnert & Torres, 2007) is attracted in the conflicting definitional emphasis apparent within the branding study. A internal branding as a resources of generating the powerful brands (Punjaisri & Wilson, 2007), or the achievement of competitive advantage through people in the industries (Jacobs, 2003) also to showing the internal branding as the activities employed by the organizations to make sure the scholarly and expressive commitment related to the brand (Thomson et al, 1999, Thomson & Hecker, 2000). A review of internal branding as a motion or activity that facilitates different organizations to arrive all together and “speak with one voice” (Einwiller & Will, 2002), also have a quality in the present study perspective. A conceptualization of internal branding procedure related with brand commitment is because a two way communication procedure is and as well emphasized for victorious and booming internal branding. For example, Totsi and Stotz (2001) vision internal branding is additional as an iterative procedure, more willingly than a sequence of communication proceedings and actions. They argue this iterative vision about internal branding procedure is very compulsory for achievement and accomplishment of a brand commitment. In the same way, Vallaster & De Chernatony (2005) created an institutionalized response circle that entrench the internal branding procedure support the identification and taking away from inhibitors of the process. Mahnert & Torres (2007) highlighting the three interior ideology within the concept of the internal branding put up that are generally emphasized within the wider branding study in the organizations. First is, those loyal and committed employees imitate and deliver the most wanted brand principles of consumers. The second is, an effectual communication results in the brand promises are being comprehend both internally and externally of the firms. Third is, that internal branding requires infusing the all levels of the organizations to bring into line the behavior and attitudes of management and staff.

Hypothesis 7 (H7): Brand identification mediates the relationship between internal branding and brand loyalty:

When demonstrate the study concerning the relationship between internal branding and brand loyalty, no concerns has been in use regarding how internal branding related to dimensions of brand loyalty with the mediating role of brand identification. Present research states that the internal branding related to optimistically with brand loyalty. A strong point of any relationship among a direct contact with brand identification and internal branding must also be additional considered. This is argued that two employees in the organizations are with the same advantages from the internal branding actions and activities that can be incorporate and assume them differently comparative to their personage characteristics and values. The term “Brand attitudes” can be subjective by some types of individual elements (e.g. age, tenure) due to the growing assortment in the place of work. Punjaisri and Wilson (2011) put forward that there can be a difference within the employees based on human being dissimilarity that will effect by brand-related observation and attitudes. Consequently, effectiveness in internal branding on building brand identification would be moderated by a variety of aspects that are relating to the employees’ differences. For this literature, the working production and organizational term are observed the same as a moderating variable in a correlation between internal branding and brand identification. These moderators combined the individuals’ understanding over time from the shared chronological events of the group of people (Gursoy et al., 2013) and from the experience to their company (Punjaisri and Wilson, 2011), dazzling their life and career periods, correspondingly (Sturman, 2003; Twenge, 2010). Moreover, it is advantageous to believe these variables as a moderators that can be considered as dangerous elements to bring about the employees’ attitudes and perceptions toward the brand, not just treating them as control variables” (Stoner and Gall).

CHAPTER 3

METHODOLOGY

3.1 Introduction:

The emphases of this chapter is on the study design, the sampling design (which involves sampling technique being used, sample size being used, population and the response rate of the respondents), data collection method being used in the study, characteristics of respondents (such as gender, occupation, age, experience with the store, education, monthly income and frequency of visit per month), variable (independent, dependent and the mediating). Correlations among hypothesized variables, Regression Analysis are also elucidated. Conceptual framework of the study is also explained in this chapter.

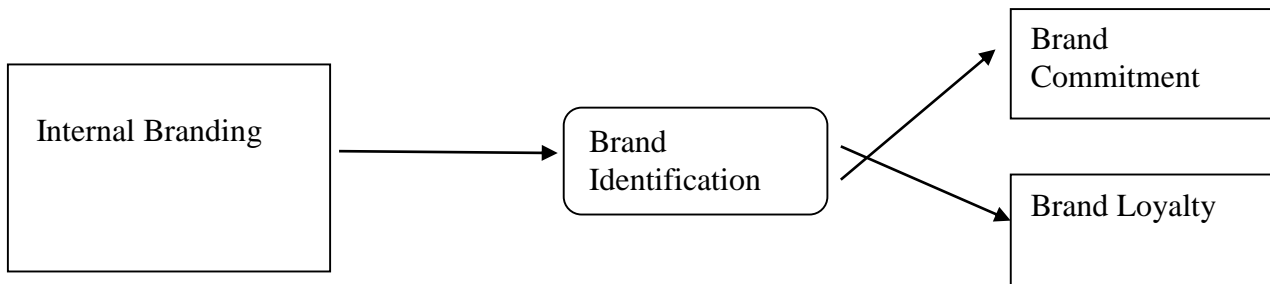


Figure: 3.1 Conceptual Framework

3.1.1 Independent Variables: Internal Branding

3.1.2 Dependent Variables: Brand Commitment, Brand loyalty

3.1.3 Mediation: Brand Identification

3.2 Hypothesis

Hypothesis 1:

H0: There is no relationship between the “internal branding” and “brand commitment”

H1: There is a relationship between the “internal branding” and “brand commitment”

Hypothesis 2:

H0: There is no relationship between the “internal branding” and “brand loyalty”

H1: There is a relationship between the “internal branding” and “brand loyalty”

Hypothesis3:

H0: There is no relationship between the “internal branding” and “brand identification”

H1: There is a relationship between the “internal branding” and “brand identification”

Hypothesis4:

H0: There is no relationship between the “brand commitment” and “brand identification”

H1: There is a relationship between the “brand commitment” and “brand identification”

Hypothesis5:

H0: There is no relationship between the “brand loyalty” and “brand identification”

H1: There is a relationship between the “brand loyalty” and “brand identification”

Hypothesis6:

H0: There is no mediation role of “brand identification” relationship between the “internal branding and “brand commitment and brand loyalty”

H1: There is a mediation role of “brand identification” relationship between the “internal branding and “brand commitment and brand loyalty”

Hypothesis7:

H0: There is no mediation of “brand identification” relationship between the “internal branding and “brand commitment”

H1: There is a mediation of “brand identification” relationship between the “internal branding and “brand loyalty”

3.3 Research Design:

Research design is defined as “a detailed outline of how an investigation will take place”. A research design normally involves what will be the way of data collection and data analysis, what sort of instruments will be used for this study. So, research design involves the overall plan for synchronizing research problem to the relevant empirical research (Zikmund and Babin, 2012). This study investigates the relationship of internal branding in brand commitment and brand loyalty, and also examines the mediating role of brand identification. This study was conducted in two cities of Pakistan which are Faisalabad and Lahore. The research instrument has been adopted from the previous studies. Self-administrated survey questionnaire was used for data collection. Statistical software “IBM SPSS” was used for the data analysis.

3.3.1 Data:

“Data is the facts or recorded measures of certain phenomena”. The data which is in structured or formatted form is referred to as information. Value information has certain characteristics such as relevance, quality, timeliness, and completeness (Sekaran, 2006). There are two sources of data which are primary source and secondary source. In the same way there are two types of data which are primary data and secondary data. Questionnaire was based on the previous studies. Data about the variables involved in the study is gathered with the help of questionnaire. Primary data was used in this study for the purpose of analysis.

3.3.2 Data Collection:

Data collection is very vital and basic part of the research design. Questionnaires in structured form, interviews, observation of the individuals and the events in audio or video forms are different ways which are used for the data collection (Sekaran, 2006). Experts or volunteers can be used in research in order to collect the data from the respondents by using various data collection techniques (Sekaran,2006). Three volunteers are used in this study to collect the data and they were unbiased while at the time of gathering data. Self-administrated survey questionnaire was used for data collection. Data were collected from the employees of different restaurants.

3.3.3 Sampling Design:

Sampling design means that to select the adequate right number of elements from the whole population in order to study the sample and to understand the characteristics or properties of the sample which helps us in the generalization of these characteristics or properties to the elements of population (Sekaran and Bougie, 2010).

3.3.4 Unit of Analysis:

In this study unit of analysis is employees. In a particular study unit of analysis is a key entity which is being analyzed. Unit of analysis is ‘what’ or ‘who’ which is being studied. Individuals, groups and social organizations are common unit of analysis in the business research (Hair *et al.* 2010).Individuals, dyads, groups, divisions, industry and countries may be the unit of analysis (Sekaran, 2006).

3.3.5 Sampling Frame:

In a population sampling frame is the list of all the people or units from which the sample can be drawn (Greener, 2008). The frame comprises of the workers of the hotels and restaurants of Faisalabad and Lahore cities. In this study sampling locations are Faisalabad and Lahore because from these cities respondents are selected.

3.3.6 Population:

Population is the whole group of the people, events, or things of the interest which a researcher wants to investigate. Population's single member is referred as element (Sekaran, 2006). The target population involves all age workers both males and females' hotel and restaurant workers of Faisalabad and Lahore, Faisalabad is the major hub of Pakistan. As Faisalabad is second largest city after Lahore in Punjab, Pakistan and a number of renowned hotels and restaurants like, silver spoon, McDonalds, Nandos are operating in these cities so this provides a good opportunity to conduct the research. Interviews were conducted with the hotels and restaurants managers of Faisalabad and Lahore to calculate the population size.

3.3.7 Sample Size:

Sample size was 204 as per Israel et al., (1992) sample size selection technique at precision level ± 7 and confidence level 93%. From the workers of hotels and restaurants primary data is gathered. Total 250 questionnaires were distributed but the valid questionnaires were 204 and remaining 46 questionnaires were rejected.

3.3.8 Sampling Technique:

Convenience sampling technique was used. Convenience sampling is a type of non-probability sampling in which information is gathered from the population members that are available conveniently (Sekaran, 2006).

3.3.8.1 Reason for Sampling:

As it is very much difficult and not possible for the researchers to collect the data from whole population so that's why sampling is done. Also because of the constraints of human

resource and also to save the time and cost sampling is done (Sekaran, 2006). So that's why sampling is done in this study.

3.4 Report of Variables and Measures:

The Questionnaire which is used in this study has two fundamental parts first is demographic parts; second is questions on four variables part. Also in this study internal branding is been uses like an independent variables and within a current study that are brand commitment and brand loyalty both are uses like an dependent variables. And brand identification plays a mediating role. A 22 items were to be intended as methods to calculate those variables. Aurand et al, (2005) scale is used to estimates internal branding. Mael, Ashforth, (1992) scale is used to estimates the brand identification. Brand loyalty is to be measured with the Veloutsou and Panigyrakis,(2004). Brand commitment measured with the Burmann et al. (2009), King and Grace (2010, 2012) instrument. An internal branding, brand identification, brand commitment and brand loyalty these all variables was measured on 5-point Likert Scale ranging (1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree).

3.4.1 Internal Branding:

Aurand et al, (2005) scale was used to estimates the internal branding on five points likert scale, that consists of five items are mentioned below:

- 1- "The brand values are reinforced through internal communications"
- 2- "Training is provided to help employees use the brand values"
- 3- "Business plans include employees' roles in living the brand values"
- 4- "Annual performance reviews include metrics on delivering the brand values"
- 5- "The skill set necessary to deliver the brand values is considered in staffing decisions"

3.4.2 Brand identification:

Mael and Ashforth, (1992) scale was used to estimates brand identification on five point likerts scale,that consists of six items mentioned below:

- 1- "This brand's successes are my successes"
- 2- "When someone praises this brand, it feels like a personal compliment"
- 3- "When I talk about this brand, I usually say "we" rather than "they""

- 4- “It hurts me personally when this brand is criticized in the media”
- 5- “When someone criticizes this brand, it feels like a personal insult (R)”
- 6- “I am very interested in what others think about this brand”

3.4.3 Brand commitment:

Brand commitment was measured with scale developed by Burmann et al. (2009), King and Grace (2010, 2012) on a five point likert scale, that is consists on seven items mentioned under that:

- 1- “I will work harder than I am expected to in order to make this brand successful”
- 2- “I am proud to work for this brand”
- 3- “I feel very loyal to this brand”
- 4- “I talk about this brand to my friends as a great company to work for”
- 5- “I really care about the future of my brand”
- 6- “My values are similar to those of this brand”
- 7- “I feel like I really fit in at this brand”

3.4.4 Brand loyalty:

Veloutsou and Panigyrakis, (2004) scale was used to estimates a brand loyalty on five point likerts scale, which is consists of four items mentioned under that:

- 1- “I intend to remain with this company to advance my career”
- 2- “I am not thinking of moving to another company”
- 3- “I would like to work for this company for at least five years”
- 4- “I would like to stay in the same job for at least five years”

3.5 Reliability Analysis

“Reliability analysis is an analysis in which the instrument developed for data collection is checked whether it is reliable or not. Reliability is the stability or consistency of the measurement. It is a test for a model or survey's internal consistency also called a 'scale reliability coefficient'. The calculation of all these related variables, and all variables predictable for uses within the research theory and also having configuration about strength and reliability in the accounts of quantitative research has done extremely elevated reflection. Inside this research all explained causes about the primary steps are to check up a magnitude, constancy and reliability in different

types of pattern. So, a first step is to evaluating all and every research linked data, A technique that is “Cronbach Alpha” used to measurement of all research based variables for adjusting stability and strength of collected data. An author Nunnally (1994) accordingly his hypothesis, if the Cronbach alpha is round about 0.7 or right then variables is obliged to have a stable sign. In this type of literature it is correspondingly affected to ratify how reliable proposed all variables that all are to be used. In the analysis of reliability four variables (Internal branding, brand identification, loyalty and Brand commitment) are assumed. Strength, consistency and term reliability that are relates to the procedures of those variables that are analyzed, statements and talk about in that segment.

Table 3.1: Cronbach’s Alpha

Variables	No. of items	Cronbach’s Alpha
Internal Branding	5	0.810
Brand Identification	6	0.702
Brand Commitment	7	0.825
Brand Loyalty	4	0.827

CHAPTER 4

DATA ANALYSIS AND RESULTS DISCUSSION

This study was designed by using quantitative technique in research model through the structured questionnaire. The research design was appropriate to explore the mandatory knowledge or data that is allied with internal branding, brand commitment, brand loyalty and brand identification. All adding together, this theory makes a possible sense to explore the relationships among all these variables were used in this study. Questionnaire was calculated for using to collection of data methods and analyze on IBM SPSS software. For examination of data collection from some other different methods as well as techniques were applied. After conducting the analysis of reliability further I will be going to apply some other experiments for verification and evidence about this theory. Here is the list of analysis that must be used for the verification about my findings in the positivism pattern. Then I must go to make a discussion on file I which following tests are applied:

1. Descriptive Analysis
2. Demographic Analysis
3. Analysis of correlation
4. Regression Analysis
5. Analysis of mediation

Whole process including methods and techniques with their findings and results are illustrated under:

4.1 Descriptive Analysis:

A descriptive analysis is exploited to assist and also describes the explanatory of data intends to situate and manages whole data; this simply connected to assumptions about mean, frequency of data, maximum and minimum values and also included standard deviation (SD). According to (Sekaran 2006) express that an average and mean about the data frequencies are identified like these are used to determine the central tendency which is initiates a formal representation of collected data. A calculation and measurement of ratio and interval both scaled data about a dispersion, the enlarge scale of allocation or may the unpredictability in the statistics suggest about index (Sekaran 2006).

Table 4.1 Descriptive Statistics

N	Mean	SD
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Internal Branding	204	3.97	0.30
Brand Identification	204	4.11	0.31
Brand Commitment	204	3.96	0.26
Brand Loyalty	204	3.78	0.54

Table 4.1 specify the mean value for internal branding that is 3.97 by the side with standard deviation 0.30 that is shows the primary respondent's segments are regarded as in the descriptiveness from an internal branding aspects and attributes are pertained in theory of current study. So brand identification is next variable in which the mean value is 4.11 along by 0.31 of standard deviation these outcomes and results demonstrated about mostly respondents are to be completely faithful with their particular brands. Values about standard deviations and mean of brand commitment are 0.26 and 3.96 respectively and brand loyalty which have 3.78 and 0.54 values of mean and standard deviation, which means here is a positive, good observation regarding a brand of respondents.

4.2 Demographic Analysis:

On the subject of the descriptive analysis data, it is incorporated those objects that was age, gender, education and time used up in a present company. An arrangement of collected data was because of a piece of information that the author of this research agree to sum up and assembles all statistical data through descriptive statistics so it develops into extra understandable and becomes uncomplicated and very easy to evaluate (Saunders et al. 2003; Zikmund et al. 2010). An allocation and allotment of collected data may visualize in charts, graphic representation, tables, figures, and other means for presentation of collected data. The calculation of data and summarizes all data (information) arranged into frequencies or in a table of frequency, it's a mainly simple and very straightforward method in research that is frequently for used. Accordingly by (Sekaran 2006) a collection about facts and figures that is arranged a review of numbers for specific standards or values of variables that are occur. For condense the massive data this technique is mostly uses to exchanges the more suitable and convenient outline. Also this technique is facilitates for cut down a value that must connected to a number of important values in between those variables. Frequencies of the demographic variables that are pertained in this study are all argued below:

4.2.1 Age

Table 4.2 Age Frequency (Years)

Age	Frequency	Percent	Valid percent	Cumulative Percent
20-30	92	45.1	45.1	45.1
31-40	81	39.7	39.7	84.8
41-50	29	14.2	14.2	99.0
51-60	2	1.0	1.0	100.0
Total	204	100.0	100.0	

In analysis of demographic, the age of respondents in this era of investigation must request to satisfying structure for observation of all respondent's age features. A reaction about age respondent must entail on 4 elements. So, as mentioned by table 4.2, 45.1% respondents are in an age of 20 to 30 years, 39.7% employees that they respond in an age of 31 to 40 years. There are 14.2% respondents are in a age of 41 to 50 years, and 1.0% employees respondents are in a age of 51 to 60 years.

4.2.2 Gender

4.3 Gender Frequency

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	133	65.2	65.2	65.2
Male	71	34.8	34.8	100.0
Total	204	100.0	100.0	

At a first stage, all respondents of research were plead in questionnaire for choose their own sexual category (gender). Male respondents are in a frequency of 133(65.2) rather than the female respondents in a less frequency of 71(34.8) as shows in above table 4.3.

4.2.3 Education

Table 4.4 Education Frequency

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor	5	2.5	2.5	2.5
Master	70	45.6	45.6	48.0
M.Phil	9	50.5	50.5	98.5

Total	204	100.0	100.0
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In table 4.4, the features and details of respondents with respect to level of education is been acknowledged. M.Phil's qualified degree have highest number of respondents they are 50.5% and further the qualification level of bachelor's are 2.5% for whole employees respondents. Master's qualification degree is on the 45.6% reaction from some respondents.

4.2.4 Monthly Income

Table 4.5 Frequency of Monthly Income

Monthly Income	Frequency	Percent	Valid Percent	Cumulative Percent
25000 - 30000	118	38.2	38.2	38.2
31000- 35000	58	33.3	33.3	71.6
35000 - 40000	20	24.0	24.0	95.6
41000 and above	10	2.0	2.0	100.0
Total	204	100.0	100.0	

In table 4.5, the income of monthly of all respondents as well make inquiries in the investigation, this takes 5sorts of grouping in a questionnaire just like 25000-30000, 31000-35000, 35000-40000 and 41000 and above 71000 or more. The survey examined that 38.2% had 25000-30000, 33.3% had 31000-35000, 24.0 had 35000-40000, and 2.0% had 41000 and more.

Above every collected data examined those monthly visits of respondents about their chosen channel of brand. All respondents had several specific intermission/period that shows their visit's frequency according to their brand choice. All the collected data that is gathered through survey represent those respondents who visits once a month in the restaurants' are 71%, and those who visits two times in a month are 20% whereas those respondents who visits 3 or 4 times a month are 9%.

4.3 Analysis of Correlation

In a research of organizations, connection among all variables may help out to formulate the knowledgeable managerial assessments (Zikmund et al. 2010). According to current research, a connection among internal branding actions and activities (Brand identification, Brand commitment, Brand loyalty) was reviewed although with analysis of correlation and analysis of

regression both are applied. A correlation analysis is exploiting for help the associations among all variables; so this accomplished by statistically estimating a correlation coefficient. This is argues that for being a part of an imperative evaluation strength associated is linear connection among the variables (Ghauri & Gronhaug 2005; Zikmund 2010). Ghauri & Gronhaug (2005) also disagrees about a correlation among all computed variables may distance in between -1 as well as 1 where -1 signifies as these two constructs must completely contrary connected that 1 signifies to two constructs completely brings optimistically. But if a correlation just close to zero or just zero the variables are unconnected. It is significant to note down while is that the correlation analysis demonstrate the co variation among the variables but may not have a reviews that how they all are fundamentally linked. Even if a correlation is just considerable and not considerable, the resolute may through the size of coefficients of correlation.

Here is a choice in among -1 and 1 in associated correlation of coefficient morals and values. If the values of correlation is under ± 0.3 , a relationship will be pathetic, if it is close to the approximately ± 0.3 or more than then it is said to significant and if the value is close to around ± 0.5 then its mean the relationship will be powerful or strong inside the correlation coefficient. Here, actuality in which if one construct must bigger than another construct it besides obtains superior, it is a optimistic correlation while on other side if one construct obtain superior than another construct then it is almost certainly gets smaller. On behalf of present research, analysis of correlation had to exploit for testing connections among an independent variable that is internal branding. This had to be statistically measured by the exploiting of SPSS.

Table 4.6: Correlation analysis

	Mean	SD	1	2	3	4	5	6	7	8
1- Age	1.71	.74	1							
2- Gender	1.35	.47	-.14	1						
3- Education	4.51	.57	.09	.08	1					
4- Monthly Income	1.97	.62	.27**	-.12	-.12*	1				
5- Internal Branding	3.97	.30	.04	-.03	-.05	.11	1			

6- Brand Identification	4.11	.31	.01	-.09	-.04	.18**	.48**	1	
7- Brand Commitment	3.9	.26	.04	-.06	.00	.14*	.33**	.67**	1
8- Brand Loyalty	3.78	.54	.04	-.05	.04	.19**	.26**	.57**	.49** 1

** . A correlation must be significant at the level of 0.01 (2-tailed).

* . A correlation must be significant at the level of 0.05 (2-tailed).

Table 4.6 illustrated a positive connection between two variables that are internal branding and brand commitment because a value of $r = .33^{**}$ and a value of $p < 0.05$ so it suggests that there is a significant connection among these constructs, this value clarify that internal branding and brand commitment are extremely significant. So this connection preserves the hypothesis H1. The figure of $r = .26^{**}$ shows that there is a strong significant relationship between internal branding and brand loyalty while the value of p is < 0.05 so this displays internal branding and brand loyalty have a significant relationship and this relationship supports to hypothesis H2. The findings of internal branding and brand identification are maintains the hypothesis H3 that explains the positive and significant correlation of these two variables internal branding and brand identification as identify by the value of $p < 0.05$ and $r = .48^{**}$. In the relationship of brand identification and brand commitment $r = .67^{**}$ indicate that there is determined connection between brand identification and brand commitment whereas the value of p is < 0.05 which also demonstrate that these two variables have a significant relationship and this relates to hypothesis H4. The relationship between brand identification and brand loyalty is positive because the value of $r = .57^{**}$ whereas the value of p is < 0.05 which suggests that these two variables supports the hypothesis H5.

4.4 Regression Analysis:

4.4.1 Normality

Normality is an assumption in the regression analysis that means data we collected in survey of variables are normally distributed. The analysis of kurtosis and skewness are used for examination the normality of variables data. The values of these both analysis must be in between +1 to -1 (Hair *et al.*, 1998) and for internal branding, brand identification, brand commitment and brand loyalty values are within the range that are shows in table 4.7.

Table 4.7: Statistics for Kurtosis and Skewness

Variable	Skewness	Kurtosis
Internal Branding	-.1620	.4780
Brand Identification	-.1700	.4247
Brand Commitment	-.2458	.6733
Brand Loyalty	-.2343	.4867

4.4.2 Autocorrelation

There is a feature of data which is auto correlation and that is used where same variables take place it helps to correlate among the values based on linked items. A test, Durbin-Watson that is used to examine the autocorrelation of all variables in between 1.5 to 2.5. It is an acceptable value of Durbin-Watson. The table 4.8 shows results of Durbin-Watson value between the variables internal branding and brand identification is 1.74 this is acceptable value under the range. Durbin-Watson value between internal branding and brand commitment is 1.98 this value also comes in under the range. Durbin-Watson value between internal branding and brand loyalty is 1.76. Also brand identification and brand commitment are under the range value is 2.34. Last value between brand identification and brand loyalty is 2.21 values are under the range.

Table 4.8 Autocorrelation Analysis

Model	Durbin-Watson
Internal Branding and Brand Identification	1.74
Internal Branding and Brand Commitment	1.98
Internal Branding and Brand Loyalty	1.76
Brand Identification and Brand Commitment	2.34

4.4.3 Regression analysis

Simple regression analysis is the principal step in data analysis, in regression analysis every independent variable is associated is revert against the dependent variable. In this process, the analysis is tried to search out the impact of independent variables on the dependent variables. R^2 basically the coefficient of determination which is used to display the extent of inconsistency independent variable conducts in dependent variable.

4.4.3.1 Internal Branding and Brand Commitment:

Table 4.9 shows the model summary of simple linear regression between the relationship of Internal Branding and Brand Commitment, results shows that the value of R^2 is 11.2%, which indicates that internal branding (independent variable) conduct 11.2% change in the brand commitment which is dependent variable.. ANOVA table 4.10 shows the P value of this relationship, which is significant at $P=.000$ ($p < .05$) which shows proposed model of variables and their combination significantly fit and predicts the dependent level. The significant level in ANOVA table shows that the combination of variables significantly predicts the dependent variable. Table 4.11 represent the T value which is 5.05 ($T > 2$) which shows that T value is also significant because T value is greater than 2.

Table 4.9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.335 ^a	.112	.108	.24785

a. Predictors: (Constant), Mean.IB

Table 4.10 ANOVAa

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1.572	1	1.572	25.592	.000 ^b

Residual	12.409	202	.061		
Total	13.981	203			

- a. Dependent Variable: Mean.BC
b. Predictors: (Constant), Mean.IB

Table 4.11 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.815	.229		12.312	.000
Mean.IB	.290	.057	.335	5.059	.000

- a. Dependent Variable: Mean.BC

4.4.3.2 Internal Branding and Brand Loyalty:

In table 4.12, the relationship between Internal Branding and Brand Loyalty, the value of R^2 is extract as 7% this value indicates that internal branding (independent variable) conduct 7% change in the brand loyalty which is dependent variable. ANOVA table 4.13 of regression analysis is also presented in table 4.12 which is significant at $P=.000$ ($p < .05$) which shows proposed model of variables and their combination significantly fit and predicts the dependent level. Table 4.14 represent the T value which is 3.90 ($T > 2$) which shows that T value is also significant because T value is greater than 2.

Table 4.12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.265 ^a	.070	.065	.52306

- a. Predictors: (Constant), Mean.IB

Table 4.13 ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4.163	1	4.163	15.218	.000 ^b
Residual	55.266	202	.274		
Total	59.430	203			

- a. Dependent Variable: Mean.BL
b. Predictors: (Constant), Mean.IB

Table 4.14 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.909	.483		3.955	.000
Mean.IB	.472	.121	.265	3.901	.000

a. Dependent Variable: Mean.BL

4.4.3.3 Internal Branding and Brand Identification:

Table 4.15 shows the simple linear regression result of the relationship between Internal Branding and Brand identification, the value of R^2 is extract as 23%, this value indicates that internal branding conduct 23% change in the brand identification which is mediating variable. ANOVA table 4.16 of multiple regression analysis is also presented below which is significant at $P=.000$ ($p < .05$) which shows proposed model of variables and their combination significantly fit and predicts the dependent level. Table 4.17 represent the T value which is 7.78 ($T > 2$) which shows that T value is also significant because T value is greater than 2.

Table 4.15 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480 ^a	.231	.227	.27951

a. Predictors: (Constant), Mean.IB

Table 4.16 ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4.736	1	4.736	60.623	.000 ^b
Residual	15.782	202	.078		
Total	20.518	203			

a. Dependent Variable: Mean.BID

b. Predictors: (Constant), Mean.IB

Table 4.17 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.111	.258		8.186	.000
	Mean.IB	.503	.065	.480	7.786	.000

a. Dependent Variable: Mean.BID

4.4.3.4 Brand Identification and Brand Commitment:

Table 4.18 shows the regression analysis of the relationship between Brand identification and Brand Commitment, the value of R^2 is extract as 45.6%, and this value indicates that internal branding conduct 45.6% change in the brand commitment which is dependent variable. ANOVA table 4.19 of multiple regression analysis is also presented above which is significant at $P=.000$ ($p < .05$) which shows proposed model of variables and their combination significantly fit and predicts the dependent level. Table 4.20 represent the T value which is 13.01 ($T > 2$) which shows that T value is also significant because T value is greater than 2.

Table 4.18 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 ^a	.456	.453	.19401

a. Predictors: (Constant), Mean.BID

Table 4.19 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.377	1	6.377	169.425	.000 ^b
	Residual	7.604	202	.038		
	Total	13.981	203			

a. Dependent Variable: Mean.BC

b. Predictors: (Constant), Mean.BID

Table 4.20 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.676	.177		9.484	.000

Mean.BID	.558	.043	.675	13.016	.000
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a. Dependent Variable: Mean.BC

4.4.3.5 Brand Identification and Brand Loyalty:

Table 4.21 shows the model summary of regression analysis between the relationship of Brand identification and Brand loyalty. The value of R^2 is extract as 32.6% this value indicates that brand identification conduct 32.6% change in the brand loyalty which is dependent variable. ANOVA table 4.22 of multiple regression analysis is also presented above which is significant at $P=.000$ ($p < .05$) which shows proposed model of variables and their combination significantly fit and predicts the dependent level. Table 4.20 represent the T value which is 9.88 ($T > 2$) which shows that T value is also significant because T value is greater than 2.

Table 4.21 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571 ^a	.326	.322	.44536

a. Predictors: (Constant), Mean.BID

Table 4.22 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.364	1	19.364	97.627	.000 ^b
	Residual	40.066	202	.198		
	Total	59.430	203			

a. Dependent Variable: Mean.BL

b. Predictors: (Constant), Mean.BID

Table 4.23 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.210	.406		-.517	.605
	Mean.BID	.971	.098	.571	9.881	.000

a. Dependent Variable: Mean.BL

4.5 Mediation Analysis:

Analysis of Mediation Regression: Baron and Kenny

Mediation analysis has been done through statistical software of SPSS. The purpose of this analysis is to make sure the mediating effect of brand identification in the relationship of brand commitment and brand loyalty and internal branding. Figure-4.1 shows the mediation model of this research.

According to Baron and Kenny (1986) three conditions must be fulfilled to run mediation test. In this study all three conditions were fulfilled.

1. Relationship between independent variable (X) and dependent variable (Y) must be significant.
2. Relationship between mediator variable (M) and dependent variable (Y) must be significant.
3. Relationship between independent variable (X) and mediator variable (M) should be significant.

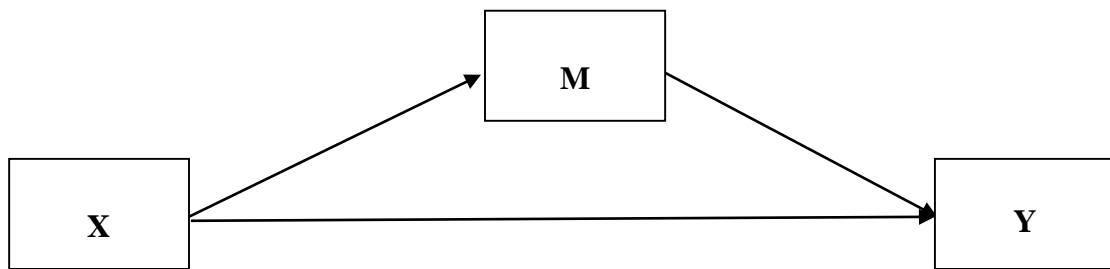


Figure 4.1 Mediation Approaches of Baron and Kenny

The mediation test can be run when all three conditions of mediation are fulfilled of Baron and Kenny (1986) approach. According to this approach two requirements or condition are required to accept the hypothesis of mediation analysis applied on mediation, first is R^2 change value should be approaches to zero and second condition is that after run the mediation, beta should be insignificant.

4.5.1 Mediation-I: Internal Branding-Brand Identification-Brand Commitment:

Table 4.24 shows the model summary of mediation 1 analysis. Results shows that after run the mediation the R square value is approaches to zero with the value of .000 which is fulfilled the first condition of Barron and Kenny (1986) mediation analysis. Anova table 4.25 represent the significant value of mediation analysis which is .000 ($p < 0.05$), which means that this mediation

analysis is statistically fit. Table 4.26 show that T value is 11.2 ($T > 2$) which is under the acceptable value and beta value is insignificant with value of .812 ($p < 0.05$) which also fulfilled the second condition of Baron and Kenny (1986) for full mediation. Hence, H_6 is accepted which describe that brand identification mediates between internal branding and brand commitment.

Table 4.24 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.675 ^a	.456	.453	.19401	.456	169.425	1	202	.000
2	.676 ^b	.456	.451	.19447	.000	.056	1	201	.812

a. Predictors: (Constant), Mean.BID

b. Predictors: (Constant), Mean.BID, Mean.IB

Table 4.25 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.377	1	6.377	169.425	.000 ^b
	Residual	7.604	202	.038		
	Total	13.981	203			
2	Regression	6.380	2	3.190	84.345	.000 ^c
	Residual	7.602	201	.038		
	Total	13.981	203			

a. Dependent Variable: Mean.BC

b. Predictors: (Constant), Mean.BID

c. Predictors: (Constant), Mean.BID, Mean.IB

Table 4.26 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.676	.177		9.484	.000
	Mean.BID	.558	.043	.675	13.016	.000
2	(Constant)	1.650	.207		7.970	.000
	Mean.BID	.552	.049	.669	11.275	.000

Mean.IB	.012	.051	.014	.238	.812
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a. Dependent Variable: Mean.BC

4.5.2 Mediation-II: Internal Branding-Brand Identification-Brand Loyalty:

Table 4.27 shows the model summary of mediation II analysis. Results shows that after run the mediation the R square value is approaches to zero with the value of .000 which is fulfilled the first condition of Barron and Kenny (1986) mediation analysis. Anova table 4.28 represent the significant value of mediation analysis which is .000 ($p < 0.05$), which means that this mediation analysis is statistically fit. Table 4.29 show that T value is 8.73 ($T > 2$) and beta value is insignificant with value of .812 ($p < 0.05$) which also fulfilled the second condition of Baron and Kenny (1986) for full mediation. Hence, H_7 is accepted which describe that brand identification mediates between internal branding and brand loyalty.

Table 4.27 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.571 ^a	.326	.322	.44536	.326	97.627	1	202	.000
2	.571 ^b	.326	.319	.44643	.000	.035	1	201	.851

a. Predictors: (Constant), Mean.BID

b. Predictors: (Constant), Mean.BID, Mean.IB

Table 4.28 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.364	1	19.364	97.627	.000 ^b
	Residual	40.066	202	.198		
	Total	59.430	203			
2	Regression	19.371	2	9.685	48.598	.000 ^c
	Residual	40.059	201	.199		
	Total	59.430	203			

a. Dependent Variable: Mean.BL

b. Predictors: (Constant), Mean.BID

c. Predictors: (Constant), Mean.BID, Mean.IB

Table 4.29 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.210	.406		-.517	.605
	Mean.BID	.971	.098	.571	9.881	.000
2	(Constant)	-.163	.475		-.344	.731
	Mean.BID	.982	.112	.577	8.735	.000
	Mean.IB	-.022	.118	-.012	-.188	.851

a. Dependent Variable: Mean.BL

CHAPTER 5

CONCLUSION, DISCUSSION AND RECOMMENDATION

This section was implemented about to discover all aspects that distressing to enhance the internal branding in the restaurants industry of Faisalabad in Pakistan. For preparation of this function the data was collected from the questionnaire in which used a Likert Scale to measure the responses of the employees of that industry who falls between 20 to 60Years of Old. In this study, results, and all their winding up statements that theoretical through by analysis of quantitative are thrashed out. All the results and findings that must examined in SPSS software, and also collected

data was gathered by the restaurants industry employees from a variety of restaurants brands in the city of Pakistan, Faisalabad. A questionnaire were collected from that various employees they takes response and reactions of particular industry against the every single assemble in instruments all are explained in present study. Four variables are included, internal branding, brand identification, brand commitment and brand loyalty all were explained in the examination of these four variables as well hypothesis are planned relations.

5.1: Conclusion:

This lesson is emphasize the prior region about this study that demonstrates a worth of this authority regarding as brand identification as well brand commitment and brand loyalty in restaurant brands and its internal branding. This research ropes with the previous research results in the restaurant brands that are particular prominence in restaurant industry framework and provides all results to maintains the interaction among the internal branding, brand loyalty, brand commitment and brand identification. These present researches, four straight hypotheses that must established positive interaction as well this research obtained better hold to predict all hypotheses. One of the most hypotheses established the expecting mediator role playing is brand identification. Primary hypotheses were predicted a correlation including the internal branding, brand loyalty as well commitment also ratify the outcomes that present be there major positive connection between internal branding, brand commitment and brand loyalty. The following hypotheses that are present to their conclusion are surely a constructive relationship between the internal branding, brand identification, brand commitment and brand loyalty, so it would be established that the conclusion of relationship among the internal branding and brand loyalty are positive as well as the correlation between internal branding and brand commitment are effected positively. In third hypothesis, the relationship in the middle of internal branding and brand identification has a positive impact. In forth hypothesis, there was a significance in relationship between the brand commitment and brand identification. In fifth hypothesis, the relationship between brand loyalty and brand identification are positive significant conclusions of research confirmed in between these variables.

There is an association among the internal branding and brand commitment and also the significant connection among internal branding and brand loyalty. These three assembles has a positive not evaluable connection in between them. In current study the connection in between internal branding and brand identification and their conclusions are established in this research.

These two variables (internal branding and brand identification) have an optimistic significant association among them. The concept of Identification is that relates to achievement of any organization or segment if the brand identification and it may do with specific state of affairs. The assemble internal branding might be monitoring the front line persons. Internal branding promotion creates a corporate branding, like as makes possible the brand supportive behaviors by the organizational workers, and also search and examine the knowledge or information as regards to the brand. The main and important objective of internal branding has to promote the brand within the organizations. Also, working production and the organizational term has played a important moderating roles within a strengthening for internal branding on brand identification. So, it is confirmed by the findings that internal branding has a positive effect lying on brand identification. The employees and the industries are outstanding two dissimilar units.

Brand commitment makes capable the companies to explain their purpose to enhance the identity of brand. Identification builds up when commitment generated with that specific brand. Brand identification may help to relocate the constructive impact of internal branding into generates a brand commitment within the organizations and maintenance. Consequently, this type of connections and all outcomes are confirmed about a brand commitment have a positive impact on the brand identification.

Here, a link between brand identification and loyalty, also results as well as findings are established. Both assemble (brand identification and brand loyalty) have a positive considerable association. Relationships of brand loyalty in the organizations at their employees are to be trusty and loyal within a chosen brand also constructs long term involvement among that particular brand identity. The establishment of loyalty is that identification is developed with that particular brand; this long run relationship is very strong and beneficial for both the employees and the organization as well as for the outsiders (customers) in a numerous approaches. As a result, long term connection also conclusion demonstrated that brand loyalty has an optimistic considerable impact on the brand loyalty.

An impact of mediation among other variable that is brand identification plays a mediator role within internal branding and brand commitment, brand loyalty. Findings of this research concludes that brand identification plays significant role as mediator between the relationship of internal branding and brand commitment and also in the relationship of internal branding and brand loyalty.

5.2: Discussion:

This study comes to closing stages with some most important results and findings which are internal branding is an major constrict of a brand identification. Internal branding mostly appreciates to employees' brand identification. The assemble brand identification also is the main and important mechanism to generate employees' commitment and loyalty regarding as a brand. This research as in good health concludes that brand identification has a key mediating outcome on brand commitment, brand loyalty and internal branding relationship. The most important purpose of this literature is to examine the mediating function of brand identification on the relationships among the internal branding and the employees' brand conclusion (e.g. brand commitment and brand loyalty), as well as the functions of working age group and organizational term as a moderator of the connection flanked by internal branding and brand identification in the sales circumstance. The outcomes point towards that internal branding may persuade the employees to recognize and identify with the brand. It proves that take care of employees is as internal customers of the organization and promoting them to be alive with the brand may encourage the brand values they have a grip (Löhndorf and Diamantopoulos, 2014), and build them consider a common sense of oneness to their secretarial brand (Helm et al., 2016). A optimistic awareness of oneness with the organizational trial product also motivate the employees to reveals on a pro-brand and extra-role behavior (Hughes and Ahearne, 2010; Stuart, 2002), and stay behind faithfully with their company (Bloemer and Odekerken-Schröder, 2006). A competition provides many other prospectuses in the organizations and employees just because communications could not have a warranty to provide long term advantages and benefits for both the employees and the manufacturer (organization). So, it becomes complicated for the manufacturer to align the relationship of employee and customers in a well-built bonding. Employees are just like that as a family for the organizations, so they have the expressive and emotional bonding with a brand also employees ' wants to generate and maintain the strong relationship with a brand. The characteristics that may be promote employees are agreeable to build up with the brands have got to be discovered by the researcher. It can help and assist the organizations to raise the exactitude of all planning's linked to the business and making strategies that detain the customers in a loyal bonding.

The current exploration is between a small number of internal branding researches that inspect the boundary states to explicate the power and strength of connection among the internal branding and brand identification. This is totally stands on the disagreement that the efficiency of internal branding cannot be thereto stable among whole workers in the business, and that persons can have a dissimilar idea of belongingness in the direction of their organizational brand (Punjaisri and Wilson, 2011). This results or findings was unpredicted and the reverse to the initial forecasting. This imply that a more reflective and insightful internal branding approach can be compulsory for employees with the longer tenure. It is to be expected that skilled and experienced salespeople (e.g. those with the longer tenure) may acquire warned to the brand story and get them for decide. This research obtains an additional step further by allowing for the conditional impacts of the employees' difference in the organizational brand-building actions and activities.

5.3 Limitations of the Study:

These types of limitations are supposed to inspect in the present research. At the same time as the study provides to the research and the managerial practices, there are a few limitations that imply the warning when illustrating the findings and results. Current study is totally supported to collection of data assembles in a single resource, and all variables were considered with a self-report questionnaires. The associations may be magnified due to an ordinary method variation, even though there is no problem reported from the results. On the other hand, future study may be estimate further employees' working presentation or behavior measures, and time-series data collection, throughout the different measurement technique. As a example this research is consummated and accomplished on the restaurants brands; the limitations are here, the sample size that gathered from only Faisalabad city just one geological and geographical position have to utilized in present research, all the respondents in this research are limited, it might enhances and increases. Current study only accomplished on the restaurants industry, but also the findings and results of the other industries may vary in this research. This research only on one industry limits the application of results can be conducted on the other sectors and industries. When this study conducted on several brands are not accessible or obtainable, then collected data may be conduct by many dissimilar other towns (cities) also incorporated inside the consequences. A sampling size

can also be increases and shared together and also obtain a reliable finding in this study because it is limited here in the present study.

To enhance and develop the internal branding information behind the consumer-interface employees system, a prospective opportunity for upcoming study may also investigate and examine the associated framework all over the other work grouping (e.g. producing or supporting the manufactured functions). This will be very constructive and useful to duplicate the related studies in other circumstance and also integrate the longitudinal literature to evidently set up the relations between the constructs and understand them how they can change more than takes a time period. Furthermore, the current model in this study can be comprehensive by exploratory the additional moderating function of different demographic distinctiveness further (e.g. employment category, gender, income intensity and precedent experiences) or other psychological aspect (e.g. work appointment) on the connection among in internal branding and other brand attitudes.

A variety of moderators and mediators may also be involved in this research that identifies to examine the modifications reported. This study is totally conducted on organizational employees but it can also be conducted on the customers. The center point of this study had to achieved a function in internal branding scheduled by brand loyalty and also on brand commitment through the brand identification which is played a role of mediator accordingly, more dissimilar variables on behalf of a moderator and mediators may as well alerts in the future research.

5.4 Future Research and Delimitations:

There are few future research directions in this study, some delimitation that recommends a warning when taking the findings and results. This research is basically relay on the data collected from a single resource, and all the variables were calculated with a self-report questionnaire. Some personalities and individual characteristic are obsessed by the brands, it is frequently supposed by customers but also organizational employees are involved. Employees interconnected with customers to put up a personal connection and this connection relay on commitment, loyalty and strong brand identity between them, so their communications might be lead by the society that have in between a straight social relations. Usually, at the industrial earth it's supposed that in the employees' identification there is a diverse situation through by a particular product inside the number of different methods beginnings to being as general associations, employees are connected with the products of the organizations because they will be like individual links as a result, brands

contain almost proposes the consumers through employee good behavior and the customers' are attached with that particular brand has the important properties like relationships. Additional, in detail knowledge and information is required to comprehend the connection among internal branding, brand identification, brand loyalty and brand commitment. Word "identification" provoked with the connection among the employees and organization and also influences the behavior of employees towards a brand. Identification is the primary stage to construct the connection with employees, relationships are more significant and having compounded however it is essential for continued existence of any firm, the elements and aspects of a relationship is obliged to be understood. How identification may inspire the employees to be committed and loyal with the brand. This research related to brand identification needs to be an antecedent, which have accomplished a significant attentiveness but be short of empirical testing. This research also stated that there is required an assessment that how brand identification in depth inside the conditions about recounting as well as maintains a commitment and loyalty between the contestant. But employee has the strong identification stage, a brand may put up with the higher component price; consumers are able to willing pay for a finest price

In a brand management program a partial research work is been completed even as a brand identification theory is attained a very superior attention, just because it's very essential part for the measurement and extent of a particular brand deep-seated may influences employee brand identification. Here, a lot of variables insides the internal branding management but these variables that are openly recounts the brand commitment and brand loyalty should précised to various assemble. To enhance the perceptive of brand commitment and brand loyalty, this current literature will facilitate. An element brand identification is in the current research is recognizes a high-quality element that is help to build attraction among the employees and brand and also remain their customers to be loyal with them. This variable playing a key role as a mediator through resolute the other variables such as internal branding, brand commitment and brand loyalty other than various features/characteristic have got to discovered the same as forecaster about a brand identification into the upcoming study that is not discover inside the present study.

5.5 Managerial Implications:

The generally results and findings from this research in the region of branding, marketing and HR management have some implications for them. The findings propose that organizations

requires to commence the internal brand-building exertions in between employees to persuade a shared perceptiveness and passion about the organizational brand. These types of actions and activities may help the supporter employees' expressive attachment with, and observation of, belongingness to the industry that embraces the brand. Just before to execute these successfully, managers should make available appropriate brand-based learning and communication programs to improve the employees' information and obsession and also implant the brand-building methods in the business plan and everyday basis work features and operations. This is in accordance with the prior literatures that exposed that employees of the organizations who recognize with the brand are expected to display the inspirational work attitudes and behaviors and transport the associated brand's promises (e.g. Punjaisri et al., 2009). An continuing consumption of these type of activities will enhance the employees' satisfaction and espoused the morals and values in the direction of the brand and to make sure the compatibility of the employees' awareness and organization's potentials (Hurrell and Scholarios, 2014; Matanda and Ndubisi, 2013).

On the other hand, not to disregard the further three measurement of internal branding that this literature did not determine. Even though brand identification is perceived as the well-built measurement of other the three, these will not being evaluated conditions of difficulty about the execution into the overhaul industry. An internal branding procedure could expensive and also not for all time a simple job, even though each manager should obviously desire to have dedicated employees, revisit the speculations used for internal branding actions and behavior projected inside the literature should exist to evaluate in all human being folder.

In addition, contrasted to those with the extended one, employees of the organizations with smaller tenure give the impression to act in response more extremely to internal branding system. Maybe, as employees' understanding grows up they are not uses the brand at the same time as their working instruction. They can imagine that they are consider well known and familiar with the brand-related contents or sufficiently brand-knowledgeable. As a result, they can turn out to be unresponsive to the industrial brand, or still noiselessly refuse to accept it. This involves that the employees stay with the brand at so longer, the additional the organizations requires the internal branding instruments (e.g. communication, preparation, training) to assist them to connect and trust about the brand. The consequences or findings evidently demonstrate that internal branding may not cleanly be realized without carefully allowing for to whom that the notion is being aimed at. The single size fits all moves towards can be considered unfortunate to supervise the employees'

brand observations and behaviors, also on the whole in a sales situation. Consequently, managers may have a need to remain these demographic dissimilarities in observation when executing the internal branding projects or initiatives. Some further organizational brand planning's must be proposed and modified to bring into line with the employees' uniqueness, predilections, principles, values and perhaps including the years of service. Most prominently, close partnership among the brand managers and human resource practitioners is very important for a successful accomplishment of such organizational brand-building actions and activities.

A scheduled precursors about brand identification, the implications of managers must be anxiety or concern that may assists to managers of the firms are inside the development or formation both are their declaration and implementing the strategies of advertisement. All the managers of marketing must focuses on the identical aspects through their involvement to ensured about their specified brands will be on top from self- beginning a buyer or a seller, so this policy would be intensify the employees' identification about their brands in the organizations perspectives. On top of these sources about present research, the managerial implications must be a focal point on all prospects of through the proportional stage of employees' identification by way of their brand in the organizational level as a segmentation element. Intentionally, the employees' elevation of identification towards the brand is very imperative to be familiar with a form of managerial point of views for the reasons are, a mediated association in among the brand loyalty and brand commitment as well as brand identification conveys again obtain for a specific brand.

However, this research recommend the helpful collective civilization (Ind, 1998) and particular brands, employees (Velotsou, 2007) may be a constituent of supplementary and appreciation the organizational brand associations. A marketing manager must become accustomed this as a plan to have commercial culture helpful and employees educated in a approach to make easy this objective. Marketing managers must build up internal organizational and marketing strategies to exploit its human possessions at their most excellent for this principle (Iglesias and Saleem, 2015). Marketing managers should be give the impression of being for engaging the appropriate employees, consequent with them, guide them, encouraging, approximation and compensate them effectively; it may help in building a well-built employee and organizational brand relationship. They should be create an internal atmosphere of the organizations compassionate for building the stronger relationship and also it will positively

improve the opportunities and expectations of the employees to be loyal and committed with their brands.

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Respected Sir/Madam

I am the research student of Faculty of Management Sciences at National University of Modern Languages. I am working on my Research Thesis. I need your valued time and coordination with me to create knowledge. I ensure you any information obtained for this study, will remain highly confidential. In written thesis or publication, no one will be identified and only aggregate data will be presented.

Name (optional) :	Gender : <input type="checkbox"/> Male <input type="checkbox"/> Female	Occupation: <input type="checkbox"/> BUSINESSES <input type="checkbox"/> JOB other
Age Yrs: <input type="checkbox"/> 20-30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41-50 <input type="checkbox"/> 50-60 <input type="checkbox"/> 60 and above	Experience with this brand in years <input type="checkbox"/> Less than 1 yr <input type="checkbox"/> 1-5. <input type="checkbox"/> 5-10 <input type="checkbox"/> 10years and above	Education: <input type="checkbox"/> Metric, <input type="checkbox"/> Intermediate, <input type="checkbox"/> Bachelors <input type="checkbox"/> Master
Monthly Income <input type="checkbox"/> 40000-5000 <input type="checkbox"/> 51000-6000 <input type="checkbox"/> 61000-70000 <input type="checkbox"/> 71000-8000 <input type="checkbox"/> 80000 AND ABOVE		

- 1-KFC 2-MCdonalds 3-Pizza Hut 4-Nandos 5-Silver Spoon
 6-Fri Chicks 7-The Rice Bowl 8-others.....

Please choose one brand from below mentioned & carefully tick (✓) the appropriate option from answers keeping in mind that selected brand. (If other please mention)

Internal Branding

1-The brand values are reinforced through internal communications

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

2- Training is provided to help employees use the brand values

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

3- Business plans include employees' roles in living the brand values

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

4-Annual performance reviews include metrics on delivering the brand values

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

5-The skill set necessary to deliver the brand values is considered in staffing decisions

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

Brand Identification

6- This brand's successes are my successes

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

7- When someone praises this brand, it feels like a personal compliment

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

8- When I talk about this brand, I usually say "we" rather than "they"

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

9- It hurts me personally when this brand is criticized in the media

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

10- When someone criticizes this brand, it feels like a personal insult (R)

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

11-I am very interested in what others think about this brand

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

Brand Commitment

12- I will work harder than I am expected to in order to make this brand successful

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

13- I am proud to work for this brand

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

14- I feel very loyal to this brand

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

15- I talk about this brand to my friends as a great company to work for

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

16- I really care about the future of my brand

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

17- My values are similar to those of this brand

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

18- I feel like I really fit in at this brand

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

Brand Loyalty

19- I intend to remain with this brand to advance my career

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

20- I am not thinking of moving to another brand

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

21- I would like to work for this brand for at least five years

I-Strongly Disagree ii-Disagree iii-Neutral IV-Agree V-Strongly Agree

22- I would like to stay in the same job for at least five years

I-Strongly Disagree **ii-Disagree** **iii-Neutral** **IV-Agree** **V-Strongly Agree**