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INVESTIGATING THE IMPACT OF INTERNAL BRAND MANAGEMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH CONSIDERING THE MEDIATION ROLE OF JOB INVOLVEMENT AND ORGANIZATIONAL IDENTITY IN THE COMPANY OF SNOWA HOUSEHOLD APPLIANCE

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ABSTRACT

The present study has conducted with the title of “an investigation to the effect of internal brand management on organizational citizenship behavior by considering the mediation role of job involvement and organizational identity (case study: Isfahan Snowa household Appliance Company)”. This study includes five hypotheses according to the research model(the effect of internal brand management on organizational identity, the effect of internal brand management on job involvement, the effect of internal brand management on organizational citizenship behavior, the effect of organizational identity on organizational citizenship behavior, the effect of job involvement on organizational citizenship behavior).The research is applied in terms of purpose and from the implementation viewpoint, it is a descriptive-survey one with correlation approach. Data collection was done through a questionnaire. The questionnaire was designed by the researcher and its validity was confirmed in the content method by the supervisor and also was confirmed through factor analysis and its reliability with Cronbach's alpha coefficient was in the approximate range of 0.7 to 0.9, which is satisfactory. The statistical population of this study includes 234 employees of Isfahan Snowa Company. Attending the company, the questionnaire was filled by 234 employees of the company. To investigate the relationship between research variables, SPSS software and structural equations modeling have been used in Smart PLS software. The collected data were analyzed by statistical tests in two descriptive and inferential levels. Based on the results, all the research hypotheses were approved.

Keywords: Internal Brand Management, Job Involvement, Organizational Identity, Organizational Citizenship Behavior.

INTRODUCTION

In recent years, the brand has become one of the most important sectors of the household appliance industry. In such a competitive segment that is characterized by providing similar services and imitation, the brand acts as a reference element for customers. Brands reduce customers' perceptions of uncertainty and search costs in the purchasing process while guarantee the level of quality of services expectation. In addition, effective brand management offers potential benefits for industry managers in terms of gaining market share, increasing customer loyalty, or improving business reputation. As a result, the issue of internal brand management should be taken into consideration. Recently, several studies have been conducted on the importance of organizational citizenship behavior (Ibrahim et al., 2017; Özduran and Tanova, 2017; Özduran et al., 2017). There are also many studies to define and determine predictors of organizational citizenship behavior that the most important framework of which

is the social exchange theory (1958) (Hart et al., 2016), which generally indicates that employees exchange a good behavior which they receive through their employer. Of these variables, what seems to be more to be considered for the household appliance industry is internal brand management, because, as has been said, the brand is one of the most important dimensions of business in the industry. Therefore, it should be examined how much effort to increase and improve the internal brand makes increase or decrease in the employees organizational citizenship behavior (Boyle et al., 2016).

In this regard, recognition of organizational identity and try to develop and strengthen it for managers is important because the identification of the organization by employees leads to reasonable and respectful behaviors of employees. Companies need to understand employees and coordinate them in order to strengthen organizational identity (De Chernatony & Segal-Horn, 2001). On the other hand, industrial psychologists continue to seek out those personality traits that influence job success. One of the issues that be addressed in the field of research at present, is job involvement. Job involvement, as Allport believes as an attitude, is an important variable that helps to increase the effectiveness of the organization. Whatever the level of job involvement among the staff of an organization is higher, it will be the more effective (Feizabadi Farahani & Mir Hashemi, 2011).

The first customers of an organization are its employees. For having a strong brand from the perspective of external customers, initially it is necessary that the organizations invest for internal brands as they make brand for their product, and enhance the brand's position within the organization and in the between of employees (Salarzehi et al., 2016). An internal branding is a set of strategic processes that coordinate employees and empowers them to provide the right experience to customers in a sustainable manner. These processes include internal communication, educational support, leadership activities, identification and reward programs, employment activities and sustainability factors. (MacLaverly et al., 2007). Internal branding focuses on understanding the goals and commitment of the brand by the employees, and it leads to the compatibility of among the values of the corporate staff and brand. According to Lavfrt (2010), identity is the key element to branding, and the core of creating a successful brand is to understand how to create and develop an identity in an organization (Dehdashti Shahrokh, 2015). This identity reflects the sense of being one of employees with brand due to the existence of relationships among employees with brand values (De Chernatony & Segal-Horn, 2001).

Involving in a job is a concept that is generally placed in front of job burnout. Unlike employees who suffer from burnout, the employees involved in the job have an active and energetic spirit and have an effective relationship with work activities. Involving in a job defines the process of make obedient(controlling) employees in their roles. This involvement includes such as physical, cognitive, and emotional dimensions (Rastegar et al, 2013). Harter et al. (2002) have analyzed the involvement with the job and explained its relationship to important concepts such as turnover, customer satisfaction and loyalty, and job security, and finally they have discovered the positive relationship between involving with the job with productivity and profitability. Therefore, it is possible to extract different practical reasons for the necessity of examining job involvement in organizational variables. In order to increase the level of job involvement, we need to have realistic and comprehensive look at the determinants of it. Among the different perspectives, the most realistic view of job involvement is to regard it



as a function of personality and organizational environment (Feizabadi & Farahani & Mir Hashemi, 2011). The brand's internal making efforts help internalize brand values among employees (Lings & Greenley, 2005). Employees need to have meaningful information about the value of a brand to show their behaviors towards the organization. According to Combs et al. (2006), most advanced human resource management practices enhance employee abilities and skills, and provokes employees to do better, one of which is to provide decent and respectful behaviors to customers (Boyle et al., 2016). Among the behaviors that are now more relevant to organizations and companies in the private and public sectors is organizational citizenship behavior. Because most of the executives want employees to work more than they do in the job described. These managers are looking for employees who appear beyond expectations, or, on their own will, do behaviors that are not part of their official duties, but serve the public interest of the organization. Today these efforts are introduced beyond the job description, voluntary, useful, and sometimes necessary as extra-role behaviors or organizational citizenship behaviors (Chan & Lai, 2017).

Given that organizational citizenship behavior can increase Productivity of cooperation, managerial productivity, increase of free resources for productivity purposes, increasing the organization's ability to attract and retain those who can make the work environment more attractive, increase the sustainability of organizational performance and the ability of the organization to keep pace with environment changes and reduce the need to allocate necessary resources for unnecessary purposes, and also can be used as an effective tool in coworker activities between team members and working groups (Podsakoff et al., 2000), can be considered as an important source for improving human resource performance in public and private organizations and institutions. Therefore, with regard to the above, and since no similar research has been done on this subject and the statistical population, the necessary researches have been considered in order to investigate further their variables and their interactions, and efforts to evaluate their level are considered useful. To be considering the mentioned issues and the importance of these variables, one can ask the question: "What is the effect of internal brand management on organizational citizenship behavior?" "And given that the mediator variable is a justification for the effect of a relationship, if we want to examine the indirect effect of occupational(job) involvement and organizational identity in this effect, can be introduced these variables as a mediator?"



METHOD

The present research is specifically based on the structural equation model, because in the modeling of structural equations, it is possible to model the relationship between several independent and dependent structures and is a powerful method for analyzing multivariable data. The least squares is a new method of regression structural equations. This method is also used for single-variable regression and multivariable and with several dependent variables. In this study, PLS software, a new approach to structural equations, has been used to investigate the relationship between variables and test hypotheses. The main reason for the use of PLS software is that this approach to structural equations does not require specific pre-hypotheses regarding the distribution of the representative or the scale of their measurement (Azar et al., 2012). The same feature has made the PLS path modeling popular among scientists and users. The PLS path modeling is applicable when distributions have a high degree of skewness;

because the distribution features such as the normalization is not the assumptions of this method. Given these features, Hermann Wald introduced it as a soft model that varies with the modeling of covariance-based structural equations, which relies on relatively hard assumptions, in addition to the existence of modern and easy PLS softwares such as Smart PLS has attracted more PLS (Abbas Zadeh et al., 2010). Therefore, this software has been used to test the conceptual model. In this research, simple random sampling has been used. Determining the Sample Size using the Cochran formula needs to know the size of the population (with an error percentage 5%). According to the Cochran formula, the sample size was calculated as 234 people.

DATA COLLECTION TOOL

The data was collected by a researcher-made questionnaire. The questionnaire was designed as a researcher-made whose validity was confirmed by the content method by the supervisor. It was confirmed by a factor analysis and its reliability with the Cronbach's alpha coefficient is in the approximate distance of 0.7 to 0.9, which is satisfactory. The questionnaire used in this study consists of two sections:

1. Demographic questions section
2. The questions section related to the variables of organizational citizenship behavior, organizational identity, internal brand management, occupational involvement consists of 36 questions.

Table 1:

The questionnaire resource	Research variables
Boyle et al. (2016)	organizational citizenship behavior
	Organizational Identity
	Internal Brand Management
	job involvement

In this research, the 5 option Likert scale is used for answering questions. SPSS software was used to calculate Cronbach's alpha. So, after distributing 30 questionnaires as the initial tests, alpha value was obtained using SPSS software. The calculated alpha value for each variable and total alpha is given in Table 3-4. According to Nunnally, if the Cronbach's alpha is greater than 0.7, the questionnaire is reliable.

Table 2:

Number of samples	Cronbach's alpha	The variable name	order
30	0.74	job involvement	1
30	0.82	Organizational Identity	2
30	0.71	Internal Brand Management	3
30	0.91	organizational citizenship behavior	4

In the inferential statistics for analyzing the effect of the hypotheses, The SPSS software and PLS are used to analyze the data. In this research, descriptive methods were used to analyze the data and used the regression method to measure the significance of the relationships. Also, structural equations have been used to measure the appropriateness (fitness) of the research model and also to determine the relationship direction between them. For descriptive methods,

regression was used from SPSS software and for evaluating the structural model of PLS software.

FINDINGS AND RESULTS

For testing the validity of the theoretical model of research and calculating the effect coefficients of the Structural Equation Modeling Method is used with approach of the Partial Least Squares (PLS) and by Smart-PLS2 software. Simultaneously the PLS technique also assesses the validity and reliability of the model of theoretical construct measurement and is also used to evaluate the structural model with multi-indexes structures with direct and indirect effects (Hejazi and Ramsheh, 2013). Therefore, in this research, the PLS method has been used to evaluate the path model and hypotheses test. In the PLS model, the relationship between the observed variables and the corresponding structures is evaluated in the model of measurement and the relationships among the structures in the structural model (Fig. 1 and 2).

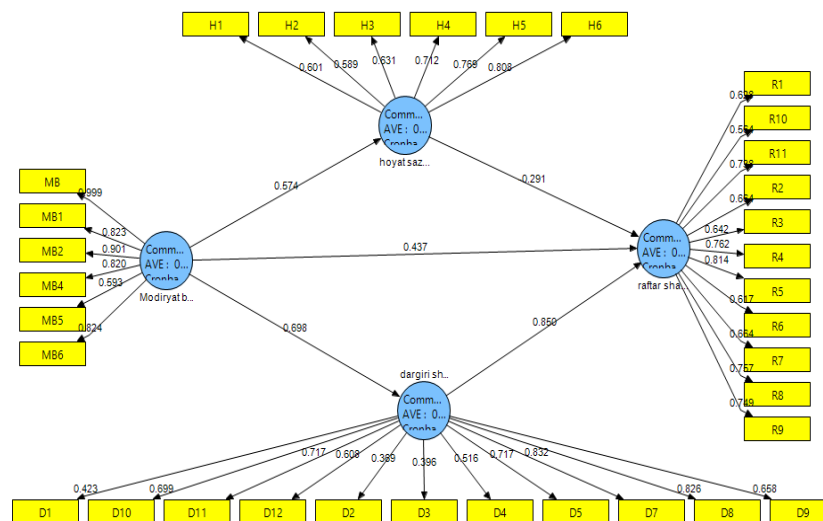


Figure 1. The structural model of the research with coefficients of factor loads.

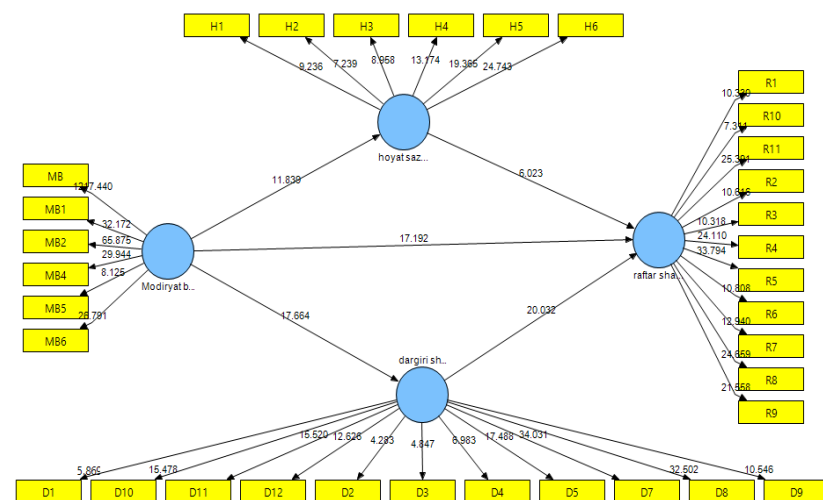


Figure 2. The structural model of research with significance coefficients t

According to Table 3, we can say that the significance coefficient of internal brand management on organizational identity is 0.57. The t-statistic for this coefficient is also 11.63, which is above the significance threshold of 1.96, so our assumption is confirmed.

According to Table 4-3, it can be said that the internal brand management significance coefficient on job involvement is 0.68. The t-statistic for this coefficient is also 17.66, which is above the significance threshold of 1.96, so the assumption is accepted. According to Table 3, we can say that the coefficient of internal brand management on citizenship behavior is 0.43. The t-statistic for this coefficient is also 17.19, which is above the significance threshold of 1.96, so the assumption is accepted. According to Table 3, the significance coefficient of organizational identity on citizenship behavior is -0.29. The t-statistic for this coefficient is also 6.02, which is above the significance threshold of 1.96, so the assumption is accepted. According to Table 3, we can say that the significance coefficient of job involvement on citizenship behavior is 0.85. The t-statistic for this coefficient is also 20.03 higher than the significance threshold of 1.96. Therefore, the assumption is accepted.

Table 3. The results of hypotheses test for this research.

the test result	The significance	path coefficient	Type of effect	path
Confirmed	11.63	0.57	direct	Internal Brand Management – Organizational Identity
Confirmed	17.66	0.68	direct	Internal Brand Management – job involvement
Confirmed	17.19	0.43	direct	Internal Brand Management – citizenship behavior
Confirmed	6.02	-0.29	direct	Organizational Identity – citizenship behavior
Confirmed	20.03	0.85	direct	job involvement – citizenship behavior

In this chapter, we analyzed the data obtained from the research questionnaire. Firstly, using descriptive statistics, the research sample was examined from the perspective of demographic variables. Then, using statistical tests, the status of the dimensions of the model and the research hypotheses were examined.

DISCUSSION AND CONCLUSION

Given that the internal brand management variable was claimed to have an impact on organizational identity, the results of the data analysis confirm this relationship. Considering the significance coefficient of 0.75 and the t-statistic for this coefficient, which is 11.63 and above the significance threshold of namely 1.96 has got, the first hypothesis is confirmed. This finding is consistent with the results of Punjaisri et al. (2009), Landorf & Diamantopoulos (2014), Sharama& Kamalanaban (2012), Chang et al. (2012), Lee & Kim (2014), Gholipour et al. (2011). As the role of employees as a brand supporter is emphasized in Landorf 's research. Sharma and Kamalanban have concluded that loyal and committed employees identify themselves according to the values and goals of the organization; and Chang et al. concluded in their research that the management of the internal brand provides the identity of the individuals with the organization by the creation of values.

Given the claim based on the impact of internal brand management on job involvement, the results of data analysis indicate that this hypothesis is confirmed. The significance coefficient of internal brand management on job involvement is 0.68, and the t- statistic for this coefficient is 17.66, which is above the significance threshold, namely 1.96. Therefore, this hypothesis is confirmed. In the case of this research finding, there was not found a completely relevant research background that could support this. Given the claim based on the impact of internal brand management on the behavior of citizenship, the analysis of data emphasizes the confirmation of this hypothesis. The significance coefficient is 0.43 and the t-statistic for this coefficient is 17.19, which is above the significance threshold of 1.96 and the hypothesis is confirmed. According to this hypothesis, it is concluded that citizenship behaviors are voluntary, which individuals express to their own customers (clients), colleagues and organization. Organizations' goal of internal brand management is to meet customer expectations. In other words, it is seeking to create and maintain a strong brand of the organization; therefore, by creating such an atmosphere in the organization, the employee's citizenship behavior affects customers, colleagues and the organization. Therefore, in order to create and continue the organizational citizenship behavior, internal brand management seems necessary because, based on research by Rahimnia & Sadeghi (2016), internal brand management emphasizes the development, strengthening, and consolidation of the organization's brand, and this effort is beyond formal job requirements, which calls for organizational citizenship behavior. Findings of the research are consistent with the results of Hadizadeh Moghaddam et al. (2012), Kheiri et al. (2014), Boyle et al. (2016); therefore, it is suggested that managers of organizations pay much attention to internal brand management to create organizational citizenship behavior. And ultimately improve their organizational performance.



Given the claim based on the impact of organizational identity on the behavior of citizenship, the results of analyzing the data point to hypothesis confirmation. The significance coefficient is -0.29 and the t-statistic is a factor of 6.02 which is above the significance threshold namely 1.96. Therefore, the fourth hypothesis is confirmed. Organizational identity, while durable and stable, is dynamic and flexible too, and this can be an indication of the opportunity to shape and build a strong organizational identity that will also lead to a competitive advantage for the organization. The findings of this study were consistent with Safavi et al. (2013), Soleimani (2011). Given the claim based on the impact of job involvement on citizenship behavior, data analysis emphasizes affirmative relationships. The coefficient of significance is 0.85 and the t-statistic for this coefficient is 20.03, which is above the significance threshold namely 1.96, so the fifth hypothesis is confirmed. When employees use the benefits of participating in educational programs and, therefore, they have a greater willingness and desire to have organizational citizenship behaviors such as altruism, civic virtue, and goodwill. It is important to note that with training, it can be improved to enhance the skills and knowledge of employees, and the positive attitudes of employees towards the organization, and it also increases the use of organizational citizenship behavior in the organization. The results of this study are consistent with the findings of Zardoshtian and colleagues (2015), Hassani Tovabe & Mehdizadeh (2013).

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