

## **THE EFFECT OF EMPLOYEE BRAND COMMITMENT ON BRAND CITIZENSHIP BEHAVIOR: THE ROLE OF YEARS OF EXPERIENCE, MONTHLY INCOME, AND CONTACT WITH CUSTOMERS**

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### **Abstract**

This study investigated the effect of employee brand commitment on brand citizenship behavior from the employees' perspective. This study also examined the differences in employees' perspectives of employee brand commitment and brand citizenship behavior depend on their years of experience, monthly income, and contact with customers. This study selected a convenience sample that includes ten banks in Palestine. This study used a quantitative empirical causal research design, through a self-administered structured questionnaire, and used descriptive statistics tests, One-way Analysis of Variance (ANOVA), post-hoc multiple comparisons, two-step SEM process, and the confirmatory factor analysis (CFA). Moreover, the data was analyzed using the "Analysis of Moment Structure" AMOS 20 program. The findings revealed a strong effect of employee brand commitment on brand citizenship behavior. Also, the study found differences in employees' perspectives on employee brand commitment and brand citizenship behavior depend on their years of experience, monthly income, and contact with customers. Therefore, this research study provides practical implications related to enhancing employee brand commitment and brand supporting behavior.

**Keywords:** Employee Brand Commitment, Brand Citizenship Behavior, Years of Experience, Monthly Income, Contact with Customers.

## **ÇALIŞAN MARKA BAĞLILIĞININ MARKA VATANDAŞLIĞI DAVRANIŞI ÜZERİNDEKİ ETKİSİ: YILLARA GÖRE DENEYİMİN, AYLIK GELİRİN VE MÜŞTERİLERLE İLETİŞİMİN ROLÜ**

### **Özet**

Bu çalışmada, çalışanların marka bağlılığının marka vatandaşlığı davranışına etkisi çalışanların bakış açısından incelenmiştir. Bu çalışma aynı zamanda çalışanların, çalışanların marka bağlılığı ve marka vatandaşlığı davranışına ilişkin bakış açılarındaki farklılıkları, onların yıllara göre deneyimine, aylık gelirlerine ve müşterilerle

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iletişimlerine bağlı olarak incelemiştir. Bu çalışmada, Filistin'deki on bankayı içeren bir uygunluk örneği seçilmiştir. Bu çalışmada, kendi kendine uygulanan yapılandırılmış bir anket aracılığıyla nicel bir ampirik nedensel araştırma tasarımı kullanılmış ve tanımlayıcı istatistik testleri, Tek Yönlü Varyans Analizi (ANOVA), post-hoc çoklu karşılaştırmalar, iki adımlı SEM süreci ve doğrulayıcı faktör analizi (CFA) kullanmıştır. Ayrıca veriler, “Moment Yapısının Analizi” AMOS 20 programı kullanılarak analiz edilmiştir. Bulgular, çalışan marka bağlılığının marka vatandaşlığı davranışı üzerinde güçlü bir etkisi olduğunu ortaya koymuştur. Ayrıca, çalışma, çalışanların, çalışanların marka bağlılığı ve marka vatandaşlığı davranışına ilişkin bakış açılarındaki farklılıkların, yıllara göre deneyimlerine, aylık gelirlerine ve müşterilerle iletişimlerine bağlı olduğunu bulmuştur. Bu nedenle, bu araştırma çalışması, çalışanların marka bağlılığını ve marka destekleyici davranışları artırmaya ilişkin pratik çıkarımlar sağlar. **Anahtar Kelimeler:** Çalışan Marka Bağlılığı, Marka Vatandaşlığı Davranışı, Yıllara Göre Deneyim, Aylık Gelir, Müşterilerle İletişim.

## **INTRODUCTION**

Brand citizenship behaviors exceed the role of employees responsibility in delivering the brand promise and include their involvement in building the brand reputation (Morhart, Herzog, & Tomczak, 2011). Also, committed employees demonstrate compliance and behave positively in align with organizational values (C. A. O'Reilly & Chatman, 1986; C. O'Reilly, Chatman, & Caldwell, 1991). Several studies found that enhancing employees understanding for the brand and increasing their knowledge for the brand values will support their willingness to do extra-role behaviors and to deliver a consistent brand promise (Papasolomou & Vrontis, 2006; Punjaisri & Wilson, 2011). In the service industry, the critical challenge is about creating fixed experience for the customer. All the employees in the organization are responsible for developing brand supportive behavior (Foster, Punjaisri, & Cheng, 2010). Thus, it is critical to enhance employee brand-building behavior that will contribute positively to costumers' perception of service quality (Miles & Mangold, 2005). Thus, this study displays a model from employees' perspective for the relationship of employee brand commitment and brand citizenship in the banking industry. Also, this study investigated any differences

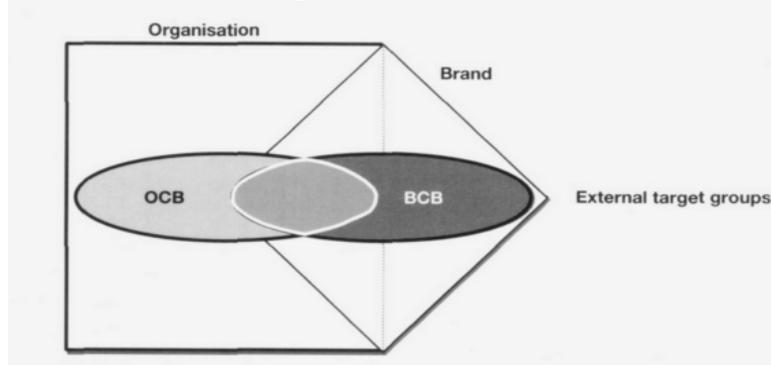
between employees' perspectives of brand commitment and brand supporting behaviors according to their years of experience, monthly income, and contact with customers.

### **1.Brand Citizenship Behavior**

The brand citizenship behavior defined as *“an aggregate construct that describes some general employee behaviors that enhance brand identity. Hence, brand citizenship behavior describes the willingness of each employee to voluntarily exhibit certain generic (brand- and sector- independent) behavioral characteristics outside of the formally defined role expectation system, which strengthen the identity of the brand”* (Burmam et al., 2009, p. 266). Also, In the study of Morhart et al. (2009), they described the brand citizenship behavior as extra actions employees do beyond their given role which added value to the corporate brand.

While brand citizenship behavior (BCB) derived from organizational citizenship behavior (OCB), there is a major difference between these two concepts. Organizational citizenship behavior is an intra-organizationally concept that emphasis employees job-related performance. On the other hand, brand citizenship behavior considers externally targeted behaviors that include the relationship between employees and other stakeholders(Burmam & Zeplin, 2005; Shaari et al., 2012).

**Figure 1.** Relationship Between The Constructs Of Organizational Citizenship Behavior And Brand Citizenship Behavior



(OCB) Organizational Citizenship Behavior, (BCB) Brand Citizenship Behavior  
*Source:* Burmann & Zeplin (2005)

Many previous studies suggested that employees with a high level of brand citizenship behavior are eager to give their maximum effort to achieve organizational objectives. They will show a high level of helping behaviors, align with brand values, and illustrate compliance with the brand identity. Employees with such behaviors are loyal to the brand, highly satisfied with their jobs, and very aware of their and behaviors with stakeholders (Burmann & König, 2011; Burmann & Zeplin, 2005; Punjaisri & Wilson, 2011).

According to Burmann, Zeplin et al. (2009) Brand Citizenship Behavior can be operational in seven dimensions; willingness to help, brand awareness and consideration, Brand enthusiasm, Sportsmanship, Brand endorsement, self-development, advancement. Nevertheless, Burmann et al. (2009) diminished these seven dimensions into only three dimensions; Brand acceptance, Brand enthusiasm/proselytization, brand self-development (Asgarnezhad Nouri, Mir Mousavi, & Soltani, 2016; Porricelli, 2013).

## **2. Employee Brand Commitment**

Several studies considered brand commitment as an antecedent of brand citizenship behavior (Burmam, Zeplin, et al., 2009; Ravens, 2014). Moreover, in their model, Burmann et al. (2009) stated that employees brand commitment and brand citizenship behavior are critical elements for successful internal brand management procedures, and for enhancing the brand strength. Employees who are committed to the brand will demonstrate positive attitudes toward the brand, seeking to communicate effectively with stakeholders. Nonetheless, slight importance has been given to investigate in what way employees become committed to that brand and how to improve employees relationship with the brand (Erkmen & Hancer, 2015).

Brand commitment defined as *“the extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand’s goals, that is, to exert brand citizenship behavior and hence generate a new quality of brand strength”* (Burmam, Zeplin, et al., 2009, p.266). In the study of Allen, N.J., Meyer (1990) they stated that organizational commitment consists of three dimensions; affective commitment, continuance commitment, and normative commitment. The affective commitment describes the emotional attachment between employee and organization. Also, continues commitment derived from employee's perception of the economic and social costs occurred for leaving the organization. Lastly, a normative commitment refers to the feeling of obligation toward the organization.

## **3. Situational Factors & Personal variable**

In the study of Punjaisri et al. (2008) they stated that situational factors and personal variables are affecting employees behaviors toward the brand also they are impacting the customer-brand relationship. The situational factors including

work environment and the relationship between coworkers. When employees feel comfortable in their workplace, and having a cooperative relationship with their colleagues, then their performance will be affected positively. According to Porricelli et al. (2014), there is difference in the willingness to develop the brand between managers and associates, and between full and part-time employees. On the other hand, personal variables including employees' age, educational background, and length of service, are affecting employee brand commitment and brand supporting behaviors. In the study of Punjaisri et al. (2008), they stated that the longer an employee stayed in an organization, the higher level of brand citizenship behavior. Also in the study of Kee, Ahmad, & Abdullah (2016), they argued that there is a moderate positive relationship between the salary system and organizational commitment. Consequently, if an organization used salary as one of the strategies in motivating the employees, it might lead to higher organizational performance (Tella, Ayeni, & Popoola, 2007). According to Hsieh (2016), in the financial industry, there are positive effects for frontline employee sentiment on the financial performance and on the non-financial performance of the organization. Moreover, when frontline employees revealed their brand citizenship behaviors customers will feel more satisfied, and they will engage in the brand supporting behaviors (Chiang, Han, & McConville, 2018).

Based on the studies above, the following hypotheses represented:

*H<sub>01</sub>: Employee Brand Commitment does not affect Brand Citizenship Behavior.*

*H<sub>1</sub>: Employee Brand Commitment positively affect Brand Citizenship Behavior.*

*H<sub>01a</sub>: Employee Brand Commitment does not affect Brand Acceptance.*

*H<sub>1a</sub>: Employee Brand Commitment positively affect Brand Acceptance.*

*H<sub>01b</sub>: Employee Brand Commitment does not affect Brand Proselytization.*

*H<sub>1b</sub>: Employee Brand Commitment positively affect Brand Proselytization.*

*H<sub>01c</sub>: Employee Brand Commitment does not affect Brand Development.*

*H<sub>1c</sub>: Employee Brand Commitment positively affect Brand Development*

*H<sub>02</sub>: There is no significant difference in employees' perspective on brand commitment among employees according to years of experience in the bank.*

*H<sub>2</sub>: There is a significant difference in employees' perspective on brand commitment among employees according to years of experience in the bank.*

*H<sub>03</sub>: There is no significant difference in employees' perspective on brand citizenship behavior among employees according to years of experience in the bank*

*H<sub>3</sub>: There is a significant difference in employees' perspective on brand citizenship behavior among employees according to years of experience in the bank*

*H<sub>04</sub>: There is no significant difference in employees' perspective on brand commitment among Employees according to monthly income*

*H<sub>4</sub>: There is a significant difference in employees' perspective on brand commitment among Employees according to monthly income*

*H<sub>05</sub>: There is no significant difference in employees' perspective on brand citizenship behavior among Employees according to monthly income*

*H<sub>5</sub>: There is a significant difference in employees' perspective on brand citizenship behavior among Employees according to monthly income*

*H<sub>06</sub>: There is no significant difference in employees' perspective on brand commitment among employees according to their contact with customers.*

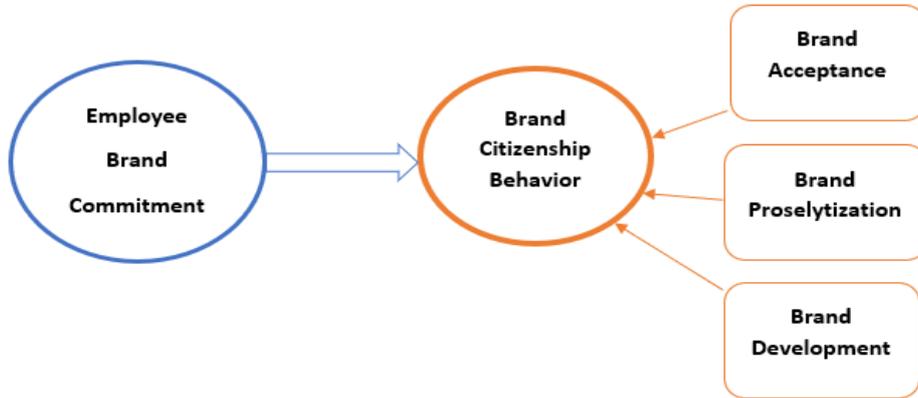
*H<sub>6</sub>: There is a significant difference in employees' perspective on brand commitment among employees according to their contact with customers.*

*H<sub>07</sub>: There is no significant difference in employees' perspective on brand citizenship behavior among employees according to their contact with customers.*

*H<sub>7</sub>: There is a significant difference in employees' perspective on brand citizenship behavior among employees according to their contact with customers.*

According to the literature presented above, the following is the prepared conceptual model:

**Figure 2.** The Conceptual Model



#### **4. The Significance of The Study**

This study aims to contribute useful information for brand services as well as for the researcher. This study intends to understand the employees' perspective on the effect of employee brand commitment and brand citizenship behavior. Moreover, this research will be significant in addressing the gap of the role of employee years of experience in the bank, the monthly income, and contact with customers, and the effect of these three variables on employees' perspective of employee brand commitment and brand citizenship behavior. Therefore, this study may provide some benefits to the banking sector and the

researcher in order to understand better the factors that will enhance employee brand commitment and increasing the brand supporting behavior.

### **5. Research Design**

This study targeted the banking industry in Palestine, and 10 out of 15 banks accepted to be part of this research. This study explores the employees' perspective on brand commitment and brand citizenship behavior. Thus, the unit of analysis in this study is the banks' employees from various departments, several groups of years of experience, different groups of monthly income, and different roles including contact with customers and non-contact with customers. Employees expressed their perspective through a self-administered structured questionnaire. Also (614) surveys were identified as usable out of (627) collected survey.

### **6. Measurements**

This study measured employee brand commitment using the scale of Kimpakorn & Tocquer (2010) that was adopted previously by Cook & Wall (1980) and also used by several previous organizational commitment studies. Also, Respondents asked to assess their perceptions concerning Brand Citizenship behavior using the scale of Burmann, Jost-Benz, & Riley, (2009). In this scale, brand citizenship behavior defined as a three-dimensional concept. Including brand acceptance, brand proselytization, and brand development. Lastly, this study investigated the difference between respondents from various personal variables including income and years of experience, and contact with customers. Therefore, some demographic questions included in the questionnaire.

### **7. Data Analysis**

In this study One-way Analysis of Variance (ANOVA) used for investigating the differences for demographic characteristics of respondents. Also, the

univariate analysis performed for all the variables. Additionally, for investigating the group that is responsible for the differences this study used the post-hoc multiple comparisons via Tukey's HSD test. Also, the study used two-step SEM process through the "Analysis of Moment Structure" AMOS 20 program. For assessing the measurement model fit and construct validity, the study used the confirmatory factor analysis (CFA) (Hair, Black, Babin, & Anderson, 2014). Also, the study used stand-alone fit indices for assessing the overall model goodness of fit. The Table 1 shows the cut-off values for the fit indices that were used in this study as suggested by Hu & Bentler (1999).

**Table 1.** Fit Index and Cut-off Values Fit

Fit Index	Cut-off Criteria
$\chi^2$ (Chi-square goodness of fit)	$p > 0.05$
RMSEA (Root Mean Square Error of Approximation)	RMSEA < 0.06
SRMR (Standardized Root Mean Residual Incremental)	SRMR < 0.08
CFI (Comparative Fit Index)	CFI > 0.95
TLI (Tucker-Lewis Fit Index)	TLI > 0.95

**Source:** Hu & Bentler (1999)

Following the convergent validity and the reliability assessed through measuring the internal consistency and evaluating the discriminant validity. Then, the significance of the was relationships and the structural model was evaluated (Hair et al., 2014). Then, the hypotheses tested and the path diagram used for the estimation of the relationships. Primary Analysis conducted for the demographic characteristics of employees show the following results in Table 2 below:

**Table 2.** Demographic Characteristics of Respondents

Research Demographic Characteristic	Number	%
<b>Years of Experience in the Bank</b>		
Less than one year	56	9.1
From 1-4 years	192	31.3
From 5-8 years	121	19.7
From 9-12 years	146	23.8
More than 12 years	99	16.1
<b>Total</b>	614	100
<b>Monthly Income</b>		
Less or equal \$1000	300	48.8
\$1001-\$2000	196	31.9
\$2001-\$3000	78	12.7
\$3001- \$4000	29	4.7
More than \$4000	11	1.8
<b>Total</b>	614	100
<b>Contant with customers</b>		
Yes	303	49.3
No	311	50.7
<b>Total</b>	614	100

Then, the collected data are presented using descriptive statistical tools as shown below in Table 3.

**Table 3.** The Descriptive Analysis of the Study's Dimensions

Dimensions	N	Mean	Std.	Skewness	Kurtosis	CI 95% for mean	
						Lower bound	Upper bound
<b>Employee Brand Commitment</b>	614	4.11	0.723	-0.828	1.775	4.058	4.173
<b>Brand Acceptance</b>	614	3.95	0.630	-0.818	1.558	3.900	4.000
<b>Brand Proselytization</b>	614	3.94	0.617	-0.844	1.105	3.893	3.991
<b>Brand Development</b>	614	3.73	0.638	-0.843	1.804	3.680	3.781

In order to compare the differences between the different demographic characteristics between respondents' groups, the parametric techniques specially T-test and ANOVA test were used. Following are the study's null

hypotheses findings related to demographic differences between employees using T-test and ANOVA:

**Table 4.** ANOVA-test Results for Employees According to their Years of Experience in the Bank for the Study Dimensions

Dimension	Descriptive Analysis										ANOVA	
	Mean					Std.					P-value	Post-Hoc
	G1	G2	G3	G4	G5	G1	G2	G3	G4	G5		
Employee Brand Commitment	4.09	4.01	4.08	4.13	4.38	0.73	0.75	0.75	0.71	0.58	0.001**	G5>G2** G5>G3*
Brand Acceptance	4.07	3.91	3.94	3.88	4.08	0.56	0.71	0.58	0.65	0.50	0.064	-
Brand Proselytization	4.02	3.91	3.90	3.90	4.09	0.63	0.65	0.66	0.59	0.51	0.065	-
Brand Development	3.80	3.70	3.73	3.70	3.80	0.60	0.69	0.69	0.60	0.55	0.672	-
BCB	3.96	3.83	3.85	3.82	3.98	0.52	0.61	0.57	0.54	0.44	0.109	-

Years of Experience groups: G1= Less than one years, G2= 1-4 years, G3= 5-7 years, G4= 8-14 years, G5= 15 or more years. \*Significance level at 5%, \*\*Significance level at 1%.

The above Table 4 indicates that at 1% and 5% level there is a significant difference between employees according to years of experience in the bank for employee brand commitment. Therefore, a further investigation conducted by using a post hoc test (Tukey HSD comparison) to understand which groups differ from each other. Mainly, the respondents of the fifth group (15 years or more) rated higher than the other four groups. Thus, while the second null hypothesis be rejected, the third null hypotheses will not be rejected.

**Table 5.** ANOVA-test Results for Employees According to the Monthly Income Groups for the Study Dimensions

Dimensions	Descriptive Analysis										ANOVA	
	Mean					Std.					P-value	Post-Hoc
	G1	G2	G3	G4	G5	G1	G2	G3	G4	G5		
Employee Brand Commitment	4.00	4.20	4.27	4.18	4.55	0.79	0.63	0.69	0.64	0.42	0.001**	G2>G1* G3>G1*
Brand Acceptance	3.90	3.95	4.15	4.04	3.87	0.67	0.63	0.51	0.36	0.72	0.031*	G3>G1*
Brand Proselytization	3.85	3.99	4.10	4.06	3.98	0.64	0.58	0.67	0.48	0.33	0.007**	G3>G1*
Brand Development	3.67	3.81	3.72	3.82	3.87	0.66	0.60	0.72	0.40	0.41	0.170	-
BCB	3.80	3.91	3.98	3.97	3.91	0.59	0.52	0.56	0.38	0.45	0.046*	G2>G1

Monthly Income: G1= less than or equal 1000, G2= 1001-2000, G3=2001-3000, G4= 3001- 4000, G5= 4001 and more.

\*Significance level at 5%, \*\*Significance level at 1%.

According to the Table 5, at 1% and 5% level, there is a significant difference between employees according to monthly income for employee brand commitment and brand citizenship behavior. Therefore, a post hoc test (Tukey HSD comparison) conducted to understand which groups differ from each other. For employee brand commitment, there was a significant difference between the second and third group comparing to the first group. Also, the fifth group had the highest mean comparing to all the other groups. Likewise, for brand citizenship behavior (BCB), there is a significant difference between the second and the first group. However, the third group had the highest mean comparing to all the other groups. Therefore, both the fourth and the fifth null hypothesis will be rejected.

**Table 6.** T-test Results of the Employees According to their Contact with Customers for the Study Dimensions

Dimensions	Answer	N	Mean	Std.	T-value	df	p-value
<b>Employee Brand Commitment</b>	Yes	303	4.20	0.66	2.73	612	0.006**
	No	311	4.04	0.77			
<b>Brand Acceptance</b>	Yes	303	4.04	0.56	3.60	612	0.000**
	No	311	3.86	0.68			
<b>Brand Proselytization</b>	Yes	303	4.03	0.58	3.45	612	0.001**
	No	311	3.86	0.65			
<b>Brand Development</b>	Yes	303	3.80	0.60	2.69	612	0.007**
	No	311	3.66	0.67			
<b>BCB</b>	Yes	303	3.957	0.51	3.66	612	0.000**
	No	311	3.793	0.59			

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\*Significance level at 5%, \*\*Significance level at 1%.

Above, Table 6 indicates that at 5% and 1 % significance level, there is a significant difference between employees according to their contact with customers for employee brand commitment and brand citizenship behavior. Thus, employees who have contact with customers rated higher in all of the dimensions comparing to the other employees who are not have contact with customers during their work. As a result, both of the sixth and seventh null hypothesis will be rejected Moreover, Table 7 below shows the measurement of model fit as following

**Table 7.** Results of Measurement Model Fit

<b>Fit Index</b>	<b>Measurement Model (CFA)</b>	<b>Cut-off Criteria</b>
$\chi^2$	1426.264 <sub>(0.000)</sub>	p > 0.05
<b>Df</b>	591	
<b>CFI</b>	0.952	CFI>0.95
<b>TLI</b>	0.967	TLI>0.95
<b>RMSEA</b>	0.051	RMSEA<0.06
<b>SRMR</b>	0.062	SRMR<0.08

*Note.*  $\chi^2$  = chi-square; df = degree of freedom; CFI = comparative fit index; TLI = Tucker-Lewis fit index;

RMSEA = root mean square error of approximation; SRMR = standardized root mean residual

According to Table 7, the results of the hypothesized model are relatively well fitting. Hence, when the sample size is more than 200, it is more appropriate to take the model fit decision based on other indices of fit, rather than the chi-square test (Boomsma, 1985; Boomsma & Hoogland, 2001). Therefore, the CFI and the RMSEA are considered more reasonable and applicable to assess the goodness of fit for this model (Hooper, Coughlan, & Mullen, 2008).

## **8. Reliability & Validity**

The next step after consent the overall model goodness of fit was to analyze the variables for their reliability and validity. Thus, convergent validity was examined to ensure that the items of the study's structure are converging a high proportion of variance in common. In order to examine the relative amount of convergent validity among item measures, the factor loading for each variable checked. The factor loading for each variable was statically significant and exceeding the critical t-value of (2.576) at (p<.01). Moreover, (0.5) or higher value of standardized loading estimates, and ideally (.7) or a higher value, refers to a high value of convergent validity (Hair et al., 2014).

Furthermore, reliability also assessed including the composite reliability (CR) and the average variance extracted (AVE) (Hair et al., 2014). According to Fornell & Larcker (2018), an AVE of (.5) or higher and a CR of 0.7 or higher has recommended. According to Table 7, the standardized loading estimates for each indicator are higher than 0.5 and exceeding 0.7 for most of them. Also, the composite reliability (CR) result exceeds (0.7), and average variance extracted (AVE) result exceeds (0.5).

**Table 8.** Construct Validity Assessment

Latent	Indicator	Std.Loadings	SMC	CR	AVE	A
Employee Brand Commitment	EBC1	0.674	0.752			
	EBC2	0.829	0.675			
	EBC3	0.910	0.698			
	EBC4	0.901	0.464			
	EBC5	0.872	0.633			
	EBC6	0.641	0.600			
Brand Acceptance				0.967	0.853	0.893
	BA1	0.932	0.551			
	BA2	0.909	0.689			
	BA3	0.891	0.598			
	BA4	0.893	0.763			
	BA5	0.825	0.773			
Brand Proselytization				0.944	0.738	0.894
	BP1	0.882	0.812			
	BP2	0.876	0.828			
	BP3	0.874	0.688			
	BP4	0.852	0.455			
	BP5	0.866	0.336			
Brand Development				0.930	0.728	0.865
	BD1	0.735	0.812			

	BD2	0.833	0.995			
	BD3	0.848	0.856			
	BD4	0.878	0.411			
	BD5	0.844	0.760			

Note. SMC: Squared Multiple Correlation, AVE: Average Variance Extracted; CR: Composite Reliability;  $\alpha$ : Cronbach Alpha

After analyzing the Convergent validity, the discriminant validity also assessed. The Table 9 below, shows that for each pair of constructs the average of (AVE) value exceeds (0.5), and for all items, it exceeds the value of the Squared Multiple Correlation, which supports good evidence of discriminant validity in the model.

**Table 9.** The Results of Discriminant Validity

Pairs of Constructs	Average of AVE	$\Phi$	$\Phi^2$
Employee Brand Commitment – Brand Acceptance	0.785	0.439	0.193
Employee Brand Commitment – Brand Proselytization	0.728	0.569	0.324
Employee Brand Commitment – Brand Development	0.723	0.438	0.192
Brand Acceptance – Brand Proselytization	0.796	0.741	0.549
Brand Acceptance – Brand Development	0.791	0.607	0.368
Brand Proselytization – Brand Development	0.733	0.727	0.529

Note. AVE: Average Variance Extracted;  $\Phi^2$ : Squared Multiple Correlation

AVE computed as (AVE of the first construct+ AVE of the second construct)/2

The next step was testing the structural model and assessing the significance of relationships. Table 10 below presents the results of the structural model fit. All fit indices meet the cut-off criteria and show a robust structural model fit.

**Table 10.** Results of Structural Model Fit

Fit Index	Measurement Model (CFA)	Cut-off Criteria
$\chi^2$	29.695 <sub>(0.055)</sub>	p>0.05
Df	14	
CFI	0.966	CFI>0.95
TLI	0.954	TLI>0.95
RMSEA	0.048	RMSEA <0.06
SRMR	0.022	SRMR <0.08

*Note.*  $\chi^2$  = chi-square; df = degree of freedom; CFI = comparative fit index; TLI = Tucker-Lewis fit index; RMSEA = root mean square error of approximation; SRMR = standardized root mean residual

Following Table 11 that shows the results of path analysis:

**Table 11.** Results of Path Analysis

Path to	Path from	Ha	Std. Coeff.	t-value
Direct Effects				
Brand Citizenship Behavior	Employee Brand Commitment	$H_{01}$ : Rejected	0.41	6.105*
Brand Acceptance	Employee Brand Commitment	$H_{01a}$ : Rejected	0.94	17.908**
Brand Proselytization	Employee Brand Commitment	$H_{01b}$ : Rejected	0.98	18.725**
Brand Development	Employee Brand Commitment	$H_{01c}$ : Rejected	0.90	17.054**

\*p<.05, \*\*p<0.01

## DISCUSSION AND CONCLUSION

This study aimed to understand the effect of employee brand commitment on brand citizenship behavior in the banking industry from the employees' perspective. Also, this study investigated the differences of employee brand

commitment and brand supporting behaviors depend on their years of experience, monthly income, and contact with customers. According to Garbarino & Johnson, 1999, organizations build employee commitment not only by boosting their morals to feel valued, but also by recognizing that their contribution will make a difference to the whole firm.

The results of this study indicated that there is a positive and significant relationship between employee brand commitment and brand citizenship behavior, including all of the three dimensions of brand citizenship behavior; which are brand acceptance, brand proselytization, and brand development. As mentioned previously, the highly committed employee tends to accept the organization's values, shows compliance, and acts upon the organization's benefits. Therefore, it is not surprising to realize that committed employees are exhibiting positive attitudes and behaviors toward the brand, seeking to satisfy external customers and communicate effectively with stakeholders (Burmamann & Zeplin, 2005; Punjaisri & Wilson, 2011).

These results also agreed with the findings of other studies, were employee brand commitment found to have a significant relationship with brand citizenship behavior (Burmamann, Zeplin, et al., 2009; Piehler, King, Burmamann, & Xiong, 2016). Also, Garas et al. (2018) stated that employee affective commitment and employee continues commitment positively associated with brand supporting in-role and extra-role behaviors. However, the findings of the current study are in contrast to the study of Preez et al. (2017) which showed the absence of brand proselytization as a component of brand citizenship behavior among frontline employees. However, the main reason for the absence of brand enthusiasm/proselytization possibly will be that most of the respondents were frontline employees whose salaries are usually meager.

One of the most important questions of this study was to explore if there are some effects for the employees' years of experience, monthly income, and contact with customers on their perspective of employee brand commitment and brand citizenship behavior. The results of this study show that employees with years of experience of 15 years or more in the bank, showed a more favorable perception for employee brand commitment. These results are also consistent with the findings of previous studies (Abdul-Nasiru, Mensah, Amponsah-Tawiah, Kwesi Simpeh, & Kumasey, 2014; Amangala, 2013; Salami, 2008). The results may be for the reason that the long period employee spent in the organization, the more opportunity he/she has in order to develop the sense of belonging (Joiner & Bakalis, 2006). However, employees' different years of experience found to have no effect on brand citizenship behavior.

According to the findings, there was a significant difference between employees with different income on their perspective on employee brand commitment (EBC), and brand citizenship behavior (BCB). Specifically, employees with good to high income between \$2000 and \$4000 showed better perspective of brand citizenship behavior. Besides, employees with the highest income (\$4001 and more) show the better perspective for employee brand commitment but they were not the highest in their perspective for brand citizenship behavior.

These findings aligned with the results of Kee, Ahmad, & Abdullah (2016). Their study showed a moderate positive relationship between the salary system and organizational commitment. According to Abdullah & Ramay (2012), there is a positive correlation between pay satisfaction and organizational commitment. Thus, if an organization used salary as one of the strategies in motivating the employees, it might lead to higher organizational performance (Tella et al., 2007). However, the findings of this study contradicted with the study of Ogba (2008), which showed that employees with high income are less

committed to their organizations comparing to employees with lower income. The reason for this result as explained by Ogba (2008) is that employees are committed to their organization not because of the income but because of other intrinsic and extrinsic factors.

Moreover, this study explored the effect of employee brand commitment on brand citizenship behavior not only on front-line employees but also it included the rest of the personnel excluding the top level management and examined variances between the two parties. Interesting findings showed in this study. Employees with contact with customers differ significantly from their other colleagues and have a much favorable perspective of employee brand commitment (EBC) and brand citizenship behavior (BCB). These findings are in contrast with the results of Preez & Bendixen (2015) which found that there is no significant difference between frontline staff and support staff except for job satisfaction and brand commitment which were higher for support staff. They explained that this slight difference might exist because support staff in the organization is usually promoted through the ranks, starting by customer service agent to their current support position.

The findings of this study have considerable managerial implications regarding employees' brand commitment specially in the banking industry as well as for the other service and hospitality sectors. This study found that brand commitment effect directly on employees' behaviors toward brand development, brand proselytization, and brand acceptance. Therefore, primarily it is essential to building a brand-oriented culture to support the alignment between employees' values and brand values (Baumgarth & Schmidt, 2010; Urde, Baumgarth, & Merrilees, 2013). Also, it is critical to demonstrate brand supporting behaviors through employees believes and attitudes (Judson et al., 2006). While this study found that employees with the higher income had the

better perspective for brand commitment, it discovered that the same employees with the higher income did not have a similar strong perspective on brand citizenship behavior comparing to the other less monthly income employees. Therefore, it is essential to review the income scale for the organization and its relationship with employee brand commitment and employee performance. However, this study stated that employees from the age group of (46 or above) and employees with 15 years of experience or more in the bank, had more brand commitment comparing to the other employees. Therefore, this study encouraging organizations to take into consideration the age of the employee and their years of experience while structuring specialized training programs for enhancing employee brand commitment and brand citizenship behaviors

Moreover, interestingly this study stated that employees who have contact with customers differ significantly from their peers who are working in a position that do not include any contact with customers; they have a much favorable perspective of employee brand commitment (EBC), and brand citizenship behavior (BCB). Therefore, managers need to investigate how to enhance brand commitment and brand citizenship behavior for employees who are not having contact with customers.

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