

Relationships among Internal Brand, Brand Commitment and Brand Citizenship Behaviours of Employees in Aviation Industry: The Case of Domestic Airport Service Providers in Vietnam

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Abstract: Internal brand, brand commitment and brand citizenship behavior are studied in numerous service industry sectors. However, there is a dearth of research on aviation service industry even though this industry is pretty unique in terms of its high compensation capacity as well as its access to high income passengers with higher demands than other industries. The scope of this research is within Vietnam's domestic aviation service industry. The research findings show that internal brand enhances brand commitment and brand citizenship behavior of the employees. Among the factors of internal brand, communication activity and brand management have more significant impact on brand commitment than human resource activity. Brand commitment has equally positive impact on different elements of brand citizenship behavior. The research confirms that the theoretical model is compatible with practical data collected from Vietnam's domestic aviation industry. In addition, the research presents aviation businesses policy implications focusing on how to communicate brand message effectively and educate employees to understand the brand values that the organization pursues.

Key words: Aviation industry, brand citizenship behavior, internal brand, brand commitment, pursues, Vietnam

INTRODUCTION

Aviation service companies currently face with fierce competition from both domestic and foreign service providers. To stay in the business, these firms must have their competitive advantages. Typically, Southwest and Singapore Airlines are very good examples of this. They managed to build a very good image of their brand in customer's mind through brand supporting behaviors of their employee's (Miles and Mangold, 2005). Previous studies about internal brand and its impact on brand citizenship behavior were usually conducted for specific fields such as hospitality and healthcare industries. Nevertheless, there is a shortage of research in aviation service industry, especially in Vietnam. Practically, aviation service employees are always under high pressure and the level of competition among aviation service organizations has always been fierce since, the aviation industry deregulations (Holder *et al.*, 2008).

Operating in such an environment with imperfect information in Vietnam, brand is an important factor for customers to make decision on buying a product or a service (Awang and Jusoff, 2009). For the service sector in general and the aviation industry in particular,

employees are not only a human resource component but also a part of the services provided (Thomson *et al.*, 1999). According to Gummesson, employees are considered as part-time marketing associates for the organizations, especially when they are the ones who directly interact with the customers. Nouri *et al.* (2016) insist on this view by saying that brand values are more effectively delivered when employees who directly interact with customers are willing to act as brand ambassadors for their organization. The efforts from internal brand will change employee's attitude towards the firm which will enable them to do more to support the firm and firm brand value. Therefore, focusing on managing the internal brand is one of the most effective ways to turn each employee into a brand ambassador for the organization and they will do their best to bring success to their organization.

In theory, employees who highly commit themselves to the firm's brand will be more likely to behave positively in order to improve external customer's satisfaction. They will try their utmost to enhance their awareness, satisfaction and commitment to the brand (Punjaisri and Wilson, 2007). In contrast, employees who lack commitment with the brand will not only express

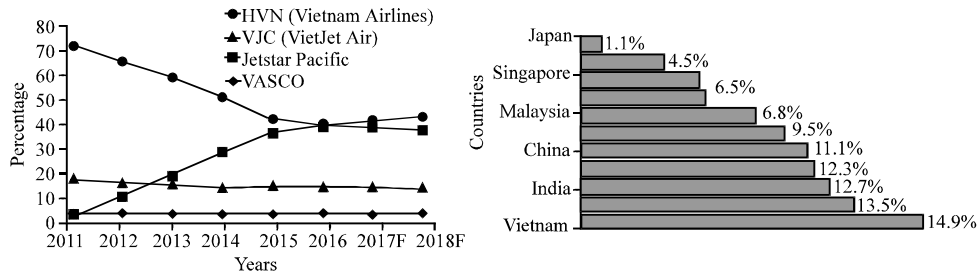


Fig. 1: Domestic marketshare of Vietnam's aviation companies, passenger growth rate 2005-2015-World Bank

unsatisfied attitudes but also tend to decrease overall productivity of the firm and to reduce relationship with customers. A study by Frost and Kumar (2001) shows that employee's behavior has both positive and negative impacts on the perceived value of service quality of customers. Thus, it is impossible to reject the importance of internal brand building of enterprises in aviation service industry (Miles and Mangold, 2005), so as to enhance employee's commitment to the brand which will eventually increase the ability to communicate brand promises from the firm to the customers. As a result, in this research, the will focus on studying the impact of internal brand building on brand commitment and brand supporting behaviors of the employees.

Vietnam's aviation market in general and its domestic aviation market in particular have been maintaining high growth rate in recent years and have been regarded as one of the fastest growing markets in the world (Anonymous, 2017). By early 2018, seven aviation service companies have been issued license of aviation operation but only five of them have been officially engaging in passenger transportation such as Vietnam Airlines, VietJet Air, Jetstar Pacific, VASCO and Hai Au (Seaplanes). Nevertheless, only Vietnam Airlines, VietJet Air and Jetstar Pacific play significant role to the growth and development of Vietnam's aviation industry. Domestic demand increases from 12.2 million passengers in 2012-40 million passengers in 2017 with annual growth rate at 21.9%. The top three aviation companies such as Vietnam Airlines, VietJet Air and Jetstar Pacific account for 37.5 million passengers with over 95% domestic aviation marketshare. In 2017, revenue of Vietnam Airlines and VietJet Air were VND\$63,967 billion and VND\$22,644 billion, respectively, (Civil Aviation Administration of Vietnam, 2018) (Fig. 1).

Currently, Vietnam Airlines operates 22 airports including 7 international ones. Its aviation operation is divided into three major regional hubs with one international airport in each hub such as Noibai Airport in the North, Danang Airport in the Central and Tan Son Nhat Airport in the South.

Literature review

Internal brand: In today's business environment, brand building and brand development have become primary focus for many businesses and organizations. Brand building can be done internally and externally. As, its main focus of external brand building is the customers, businesses will use methods and processes that are directly related to its external customers (Nouri *et al.*, 2016). Yet, employees are one of the most important factors that help shape up an organization's brand image in the mind of customers and consumers of products and services (Nouri *et al.*, 2016). As a result, internal brand building should focus on how to motivate and educate employees to understand and apply brand knowledge and fully commit to deliver brand promise to its external customers (Foster *et al.*, 2010; Punjaisri *et al.*, 2009a).

Boone (2000) suggests that internal brand is a rally of activities which ensures brand promises will be delivered by Punjaisri *et al.* (2009a, b) the employees to practical expected experience of customers. A similar definition which was released by Punjaisri *et al.* (2009b) states that internal brand is a process of bearing in which the employees will be able to interact and be trained to understand brand knowledge. Punjaisri *et al.* (2009a, b) believe that internal brand building may have positive impact on how employees feel committed to the brand. Mosley argues that internal brand building is all about confirming employees's knowledge of the brand. It is clearly to see that there is a correlation between organizational brand and internal brand building (Foster *et al.*, 2010; Punjaisri and Wilson, 2011).

Internal brand is essential to the business as many researchers have shown that customer's perception is driven by practical experience. Therefore, employees in an organization should live with the brand in order to achieve complete success (Chernatony and McDonald, 2003; Knox and Fremani, 2006). Kimpakorn and Tocquer (2009) states that once the brand values have been effectively communicated to the employees, it is highly likely that they will become fully committed to the brand and therefore will behave and act in accordance with the organizational standards and values. According to

Helm *et al.* (2016), internal brand building in recent marketing activities should involve brand compliance behaviors. Wallace and De Chernatony (2009) promote leadership as a condition for the employees to live with the brand. Other researchers also report that internal communications, human resource training and leadership development are determinant mechanisms in the internal brand building process (Punjaisri *et al.*, 2008; Burmann *et al.*, 2009).

Internal Brand Management (IBM) is a subset of internal marketing, focusing on brand development, brand promotion and brand attaining and maintaining (Nouri *et al.*, 2016). In short, internal brand is a process of delivering brand knowledge, so as to make employees understand brand meaning and to be able to deliver brand promises to bring equivalent brand experience to customers. Additionally, brand knowledge also directly affects the employees which creates their reactions in the working environment. At that time, it is necessary to clarify brand identity in everyday job of the employees. This creates values in employees which will help them acknowledge the values and adjust their behaviors to be more positive (King and Grace, 2008).

Brand commitment and brand citizenship behavior: Brand commitment is an important concept and has been studied by quite a few marketing academics from different perspectives (Ramirez *et al.*, 2017). One definition that is regularly used and found in literature review states that brand commitment is the desire of customers to maintain a valuable relationship with the brand owing to previous satisfied interactions (Hsiao *et al.*, 2015; Kemp *et al.*, 2014; Sahagun and Vasquez-Parraga, 2014; Jones *et al.*, 2010; Mathew *et al.*, 2012). Yang *et al.* (2015) define brand commitment as a positive relationship with the organization that makes its employees feel, so, proud of and they are willing to share their brand knowledge to others. For service industry sector, employees should be committed to support the brand and deliver consistent satisfactory brand experience to their customers.

Once the employees become fully committed to the brand, they are more likely to offer better brand supporting behaviors associated with brand values which represents their brand commitment and loyalty. They will make every effort to develop themselves in brand values and will be able to communicate the brand to customers with positive words (Helm *et al.*, 2016).

The concept of Brand Citizenship Behavior (BCB) was suggested by Burmann and Zeplin (2005). The brand citizenship behavior stimulates behavioral performances of employees that are consistent with the brand identity and the brand promise. Employees are considered to be aligned with the brand during their interactions with

customers and brand behaviors will be generated as a result. The definition of brand citizenship behavior of the employees has been derived from the definition of the organizational citizenship behavior proposed. Organizational citizenship behavior focuses on employees's perceived behaviors to enhance the brand promise (Erkmen and Hancer, 2015a, b).

Brand citizenship behavior is not only a part of organizational citizenship behavior as organizational citizenship behavior is considered within organization whereas brand citizenship behavior of employees includes all external behaviors that are far beyond the scope of the organizational citizenship behavior (King and Grace, 2006). Brand citizenship behavior is an overall structure that includes voluntary behaviors of employees to strengthen brand identity (Verma and Dhar, 2015). It is a voluntary behavior which is not required for the success of the product or service but rather contributes to the good provision of the services of the organization (Ahn *et al.*, 2016). Evaluated from different aspects, the concept of brand citizenship behavior as suggested by Burmann and Zeplin (2005) implies all other concepts or definitions. Therefore, brand citizenship behaviors include all of employee's behaviors which are consistent with the brand identity and the brand promise. These are compulsory and voluntary behaviors. According to Burman *et al.* (2009), brand citizenship behaviors comprise of the following factors: willingness to help, Brand enthusiasm, propensity for further development.

Developing and enhancing service quality of an organization depend largely on the attitudes and motives of the service employees in order to shape up the brand image for the consumers (Bowen *et al.*, 1990; Erkmen, 2014). Therefore, brand building and brand management programs should give priority to employee's behaviors and consumers's practical experience with products or services. According to Vella *et al.* (2009), the success of a service brand, internally and externally, depends on the behaviors and attitudes of the employee's. In addition, employee's behavior does have impact on the brand productivity (Erkmen, 2014).

Similar to other service industry sector, in the aviation industry, employees do play an important role in the brand building effort for the organization (Erkmen, 2014). Frost and Kumar (2001) confirmed that airline industry employees have the opportunity to impact positively or negatively on the perception of airline service quality during through interactions with customers. Therefore, the involvement of employees in brand building activities and the alignment of their behaviors with the brand promise is becoming a determinant factor to the success of the aviation industry.

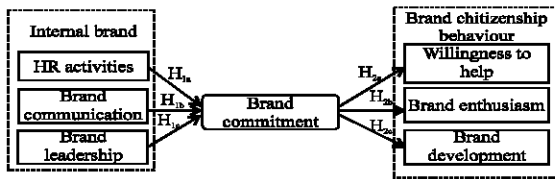


Fig. 2: Research model

Related studies: Mollaie *et al.* (2014) studied the relationship of internal brand and brand commitment at Mellat Bank in Tehran where the employee’s played a remarkable role in the shaping of customer’s experiences. In their studies, four hypotheses were tested based on the questionnaire data collected from 334 employee’s of the bank and the findings showed that: human resource activities, communication and brand management have a positive impact on brand commitment and brand commitment has a positive impact on brand citizenship behavior of employees. In addition, the research showed that brand citizenship behavior has a positive and significant impact on the brand strength. Nghi *et al.* mentioned that the studies by Burman *et al.* (2009) on “Key determinants of internal brand management success: An exploratory empirical analysis” has showed the components of “Internal Brand” that have a positive impact on brand commitment including: Brand-centred HR activities, brand communication and brand leadership. Brand commitment in turn has a positive impact on brand citizenship behavior which includes the following factors: willingness to help, brand enthusiasm; propensity for further development. Other studies carried by Nouri *et al.* (2016), Erkmen (2014), Erkmen and Hancer (2015a), etc., also show that there is a significant and positive relationship between internal branding, brand commitment and brand citizenship behavior.

Research model: Based on previous research and studies by Burman *et al.* (2009), Nouri *et al.* (2016), Erkmen (2014), Erkmen and Hancer (2015a, b), etc. and further to teamwork discussion and consultations with 12 experts about the research model and measurement scales, the research model is proposed as follows (Fig. 2).

Human resource activities to create employee brand commitment: Human resource activities are defined as recruitment, orientation and training to enhance employee’s knowledge of brand identity and to help them understand the shared values that the organization has pursued (Burmam and Zeplin, 2005; Burmann *et al.*, 2009). De Chernatony *et al.* (2003) believe that human resource activities play a vital role in the building of internal brand. Therefore, it is critical that the employees

should understand the brand values to communicate to their customers (Aurand *et al.*, 2005). Positive human resource activities will help strengthen employee’s attachment to the organization which therefore will have direct and positive impact on brand commitment (Burmam and Zeplin 2005; De Chernatony *et al.*, 2003; Punjaisri *et al.*, 2009a; Henkel *et al.*, 2007):

- H_{1a}: HR activities has a positive impact (+) on brand commitment

Brand communication to create employee brand commitment: Brand communication are activities used to communicate brand values and shared values properly (Burmam and Zeplin, 2005; Burmann *et al.*, 2009). In order for the employee’s to have brand commitment, the communication from managers to employee’s should be established from the provision of clear job description (daily duties) to the provision of the detailed information associated with the brand (King and Grace, 2008; King, 2010).

Studies have shown that brand and its values must be made comprehensible to employees for them to be able to understand, so that, they can be committed to deliver the values to customers through on-brand behavior (De Chernatony *et al.*, 2003), Chernatony and Cottam, 2006a; Henkel *et al.*, 2007). Studies also show that brand communication activities including information and communicating brand values to staff (De Chernatony *et al.*, 2003); internal brand workshops with employee’s (Chernatony *et al.*, 2006a, b), the internal communication to employees (Punjaisri *et al.*, 2009a) and the use of a brand value statement (Burmam and Zeplin, 2005) have positive impact on employee brand commitment. Therefore, promoting brand communicating activities will enable employee’s to become more and more committed to the brand and help the organization to be successful and make the brand stronger and stronger (King and Grace, 2008):

- H_{1b}: brand communication has a positive impact (+) on brand commitment

Brand leadership to create employee brand commitment: Brand leadership has a significant and positive impact on brand commitment (Mollaie *et al.*, 2014). Brand leadership is a determinant factor directing brand supporting behaviors of employee’s. Manager’s behaviors will act as a stimulant for employees to adopt corporate standards and values associated with the brand (Burmam and Zeplin, 2005; Burmann *et al.*, 2009). Organizational leadership team demonstrates their leadership by means

of verbal communication and social interaction behaviors. This will certainly increase employee's trust and encourage employees to carry out their mandated tasks and duties which will in turn bring success to the organization eventually. Moreover, leadership behavior is one of the central factors that will determine employee's loyalty to the organization and to the brand. Wallace *et al.* (2011) argue that great leadership is crucial for all service firms in order to achieve on-brand behavior. Several research studies have indicated the roles of brand leadership will create employee brand commitment (Burmam and Zeplin 2005; Vallaster and De Chernatony, 2005; Chernatony and Cottam, 2006a; King and Grace, 2006; Henkel *et al.*, 2007; King, 2010):

- H_{1c}: brand leadership has a positive impact (+) on brand commitment

Brand commitment impact brand citizenship behavior:

Brand commitment is defined as the employee's mental connection/attachment with the brand which enables the employee's to put in their top efforts to perform not only their official responsibilities but also other tasks that are over and above their daily duties to achieve brand's goals (Burmam and Zeplin, 2005; Burmam *et al.*, 2009).

It is still a dependent feeling of employees which actually affects their ability to outperform the assigned duties (King and Grace, 2008). Internal brand has positive impact on brand commitment of employees (Burmam, 2005; Moghadam *et al.*, 2012; Du Preez and Bendixen, 2015). These studies also confirm that communication activities, human resource activities and brand leadership have positive impact on brand commitment but do not have direct impact on brand citizenship behavior.

Brand citizenship behavior consists of the following factors: willingness to help, brand enthusiasm, propensity for further development (Burmam *et al.*, 2009). With regard to "Propensity for further development", in this study, it is named by the experts as "brand development" because in aviation service industry, this factor is studied in depth in different aspects.

The employee's not only put their top efforts to participate in brand development of the organization but also do their best to initiate new ideas for new products and new service development (Porricelli *et al.*, 2014). In aviation service industry, they do get involved in the building and improving the service as well.

Willingness to help demonstrates the positive attitudes of the employee's towards friendship, support and empathy for the organization's internal and external customers (Burmam and Zeplin, 2005). When the

employees have an excellent brand commitment, they will have a positive attitude to communicate the brand values to customers and also have a positive attachment/connection with the organization as well. Therefore, the hypothesis is as follows:

- H_{2a}: brand commitment has a positive impact (+) on helping behavior

Brand enthusiasm reflects employee's new initiatives about the brand when participating in brand related activities (Burmam *et al.*, 2009). Employee's will actively mention the brand even in circumstances that are beyond their duties or outside the organization. They will proudly communicate the brand identity to new employee's of the organization (Mollaie *et al.*, 2014). As a result, when the employees have a positive brand commitment, they will have higher responsibilities for brand related tasks and activities:

- H_{2b}: brand commitment has a positive impact (+) on brand enthusiasm

Brand development refers to employee's top efforts and behaviors to improve their knowledge, ability and skill sets relating to the brand and their positive contributions to enhance brand identity from external customer's feedbacks (Burmam *et al.*, 2009). Strong brand commitment will enable employees to enhance and protect brand identity and values (Punjaisri *et al.*, 2009).

- H_{2c}: Brand commitment has a positive impact (+) on brand development

In their studies of airlines industries, Erkmen and Hancer (2015a, b) also came to a conclusion that besides being impacted by brand trust, brand citizenship behavior is impacted primarily by brand commitment. Our research shows that the higher the employee's demonstrate their brand commitment, the better they tend to communicate the brand promise and meet customer's expectations.

MATERIALS AND METHODS

The research was carried out in three stages:

Stage 1: At this stage, literature review and expert review methods are applied. Based on the models and scales of previous studies, the research sought advice and suggestions from the experts and group consultation including: 01 representative from the leadership team at Vietnam Aviation Business Association (VABA), 04

representatives from the marketing department and Human Resource Department, 03 professional experts and 04 representatives (one with bachelor's degree and 3 with master's degree) from airlines organizations in Vietnam, so as to build the model, complete the scale and design questionnaires. The questionnaire table was tested for 40 samples and underwent 2 revisions before the official survey was conducted.

Stage 2: This stage involves the testing the confidence level of the scale with coefficient Cronbach's alpha and conducting Exploratory Factor Analysis (EFA). According to Nunnally and Bernstein (1994), any observed variable that has a coefficient of corrected item total correlation >0.3 and a Cronbach's alpha coefficient >0.6 will meet the confidence level of the scales. The purpose of Exploratory Factor Analysis (EFA) is to minimize and summarize the data. This method which is based on eigenvalue and exploratory factor analysis is suitable and the observed variables in general have a correlation relation when total variance explained is $>50\%$, the KMO (Kaiser-Myer-Olkin) index ranges from 0.5-1.0, Sig. $\leq 5\%$, factor loading of all observed variables is >0.5 and $\lambda_{iA}-\lambda_{iB}>0.3$ (Nguyen, 2011).

Stage 3: To conduct Confirmatory Factor Analysis (CFA) and to test the research model by analyzing Structural Equation Modeling (SEM). Confirmatory Factor Analysis (CFA) aims to clarify the following: uni-dimensionality; confidence level of the scale, convergent validity and discriminant validity.

According to Steenkamp and Van Trijp and Hair (1998), a research model is considered as fit with the market data collected, if Chi-square has $p>5\%$; CMIN/DF ≤ 2 , in some cases where CMIN/DF may be ≤ 3 GFI, TLI, CFI ≥ 0.9 . However, based on recent studies, different researchers have recommended that it is acceptable when GFI is >0.8 (Hair, 1998); RMSEA ≤ 0.08 . In addition to these measurements, the test results must meet the requirement of Composite Reliability (CR) >0.6 and Average Variance Extracted (AVE) >0.5 (Hair, 1998).

All data collected from the questionnaire table were coded and run on SPSS (Statistical Package for the Social Sciences) and AMOS (Analysis of a Moment Structures) softwares.

RESULTS AND DISCUSSION

Data collection and sampling: Research sample selection was conducted based on the sampling method by Hair (2006) where sample size must be at least $\geq m \times 5$, where m is numbers of observed variables. Therefore, with

33 observed variables in this research, the sample size must be at least ≥ 165 . Yet, in order to ensure high level of confidence, the research team conducted direct interviews with employee's from domestic airlines companies in Vietnam and 500 questionnaires were distributed. Of 437 questionnaires collected, 61 failed to meet the requirements. As a result, 376 samples met the requirements. Four collaborating teams from Vietnam Aviation Academy and Hutech University in Ho Chi Minh city provided valuable support for the research. The survey was conducted from April 2017 to October 2017 for employee's of domestic aviation providers at Noi Bai International Airport, Vinh Airport, Chu Lai Airport, Lien Khuong International Airport and Tan Son Nhat International Airport. These are representatives for both regional airport hubs from the North to the South and their characteristics.

The sample size was $N = 376$ of which 52.66% of the respondents have been working for the companies from 1-5 years, 32.45% more than 5 years and the remaining <1 year. The 78.72% of respondents are employee's, 21.28% in management positions. The 42.6% of the respondents are male and 57.4% are female.

Reliability of measurement scale: Reliability test result shows that Cronbach's alpha (α) of the scale is >0.6 (the lowest being scale of HR activities with $\alpha = 0.778$). All corrected item-total correlation values are >0.3 . As a result, all scales are deemed as suitable and will then move onto the next Exploratory Factor Analysis (EFA).

Exploratory Factor Analysis (EFA): Results from the Exploratory Factor Analysis (EFA) show that the variables were extracted into 7 groups with total variance explained = 67.608% $>50\%$. The scale is deemed as acceptable. KMO = 0.895 which is in the range 0.5 = KMO = 1 and therefore, the exploratory factor analysis is suitable. Bartlett's test of sphericity with Sig. = 0.000 shows high level of confidence. All factor loadings of the observed variables are >0.5 and $\lambda_{iA}-\lambda_{iB}>0.3$ which is acceptable.

Confirmatory Factor Analysis (CFA): The CFA analysis (Fig. 3) shows that the parameters of the model are TLI = 0.902; CFI = 0.930 are >0.9 , GFI = 0.895 >0.8 and RMSEA = 0.058 <0.08 . The CMIN = 1,128.8 ($p = 0.000$) and CMIN/df = 1.866 <2 . Consequently, this model has a good fit with the survey data. The standardized weights for all observed variables in the model range from 0.577-0.785, all of which are >0.50 , confirming the high degree of convergence of the component elements (Table 1).

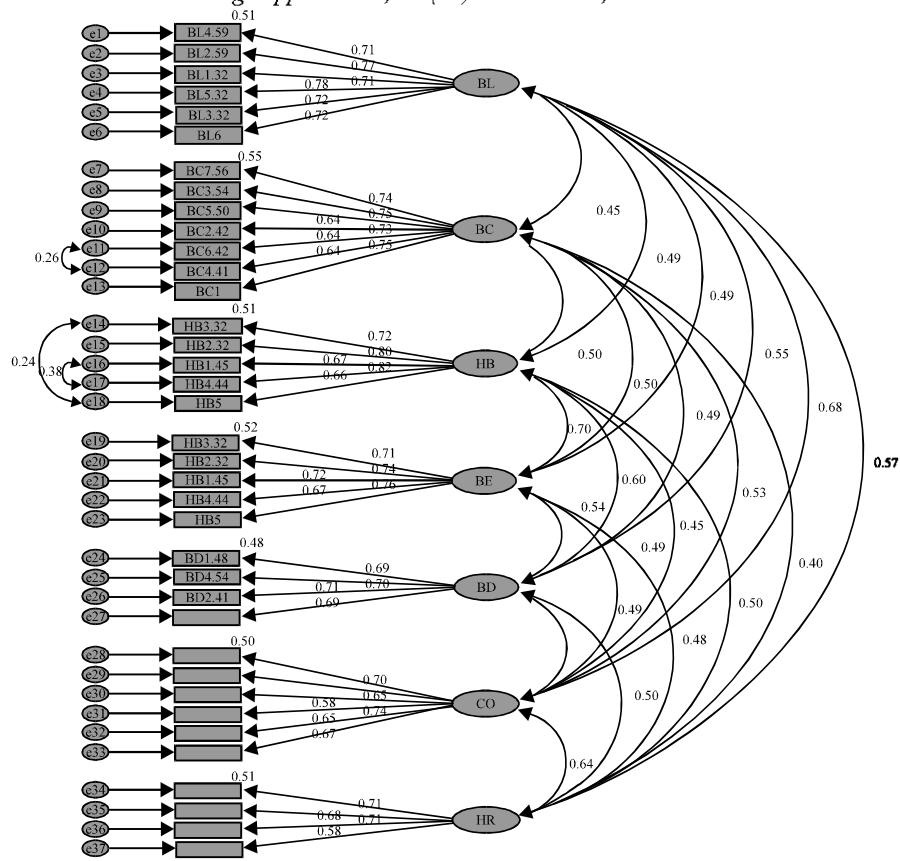


Fig. 3: CFA analysis result

Table 1: Questionnaires characteristics

Dimensions	Frequency (n)	Percentage
Gender		
Male	160	42.60
Female	216	57.40
Age		
18-24	88	23.40
25-45	167	44.41
45-60	121	32.18
Work experience (year)		
<1	56	14.89
1-5	198	52.66
>5	122	32.45
Position		
Senior managers	2	0.53
Middle managers	20	5.32
Junior managers	58	15.43
Employees	296	78.72

Table 2: Reliability of measurement scale

Code	Factor	Cronbach's alpha
HR	HR activities	0.778
BC	Brand communication	0.798
BL	Brand leadership	0.881
CO	Brand commitment	0.852
HB	Willingness to help	0.834
BE	Brand enthusiasm	0.828
BD	Brand development	0.813

SEM (Structural Equation Modeling)

Model testing and hypotheses: The SEM results (Fig. 4) show that the model has $df = 647$ degrees of freedom, Chi-square (CMIN) = 1,278.1 ($p = 0.000$), $CMIN/df = 1.975 < 2$. $CFI = 0.933$; $TLI = 0.941$ are > 0.90 and $RMSEA = 0.64 > 0.08$. This demonstrates that the theoretical model is relevant to the survey data. Estimated results (not standardized) of the weights are positive (+) showing the relationships are the same effect. Impact hypothesis are not rejected at the 10% significance level. Communication has the greatest impact on brand engagement, followed by brand leadership and ultimately human resources activities. Brand commitment has positive and equal effect on the helping behavior, brand enthusiasm and brand development. So, internal brand elements have an impact on the components of the brand citizenship behavior through brand commitment. The final standardized result is shown in Fig. 4.

Estimating the research model with bootstrap: Estimated results with the number of observations that are equal to 500 are included in the mean, indicating that bias has occurred but is very small. Therefore, it can be concluded that the estimates in the model can be reliably verified.

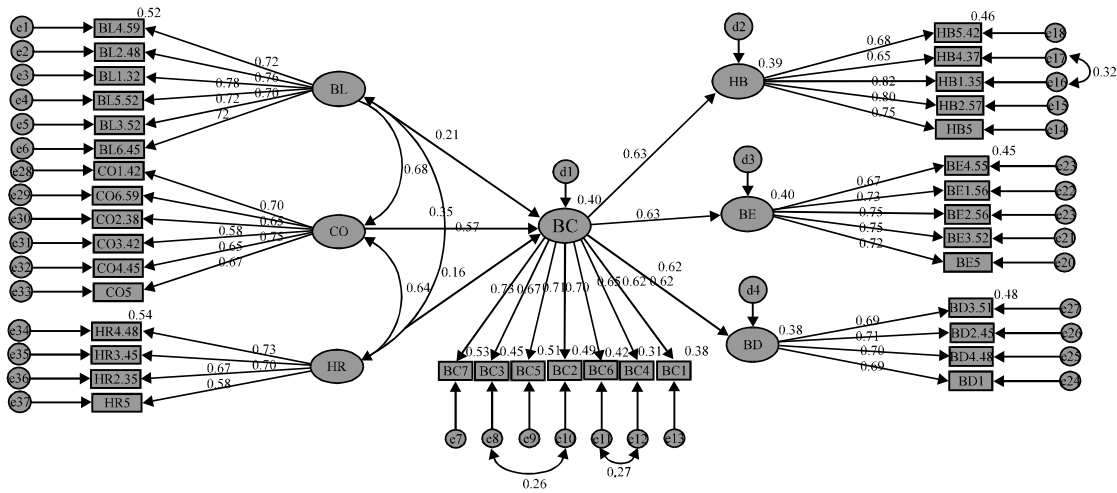


Fig. 4: SEM Analysis Result (Standardized)

RESULTS AND DISCUSSION

The research findings show that there are three factors that actually have impact on brand commitment, which in order of importance are:

- Brand Communication (BC) with coefficient of 0.425
- Brand Leadership (BL) with coefficient of 0.230
- Human Resource (HR) activities with coefficient of 0.165

Brand Commitment (CO) has positive impact on brand citizenship behavior through the following factors:

- Willingness to help with coefficient of 0.598
- Brand enthusiasm with coefficient of 0.597
- Brand development with coefficient at 0.584

These results are slightly similar to those of the research carried out by Burman *et al.* (2009). However, the research findings demonstrate special differences in the case of domestic aviation of Vietnam because of the level of impact and the order of impact on the factors which are different from prior studies. Particularly speaking, the outcome of the research is in contrast with the perception of many experts on brand building and brand developing for aviation industry of Vietnam.

According to Vietnam *et al.* experts believed that factors relating to human resource, service quality and modern facilities, all have significant impact on brand building. Especially, factors relating to human resource such as: recruitment, training and coaching, etc. have significant and direct impact on brand commitment of

employee's. Nevertheless, this research findings show that brand communication is actually the factor that has a dominant impact on brand commitment. Brand leadership alone is also a factor that has a significant impact but it has never been mentioned or discussed previously in Vietnam.

Management implications: Of the internal brand component elements, brand communication and brand leadership have the greatest impact on brand commitment and brand commitment has similar effects on the components of brand supportive behavior. Therefore, managers need to pay more attention to brand communication and brand leadership activities. This does not mean that human resource activities should be ignored. Human resource is essential because it is the basis for recruiting and equipping employees with brand knowledge. However, given limited resources, the organization should prioritize activities which strongly influence the brand citizenship behavior, brand communication and brand leadership.

It is necessary for domestic airlines in Vietnam to execute effectively their brand communication activities, especially any information and details of the brand should be communicated fully and thoroughly from the corporate headquarters, from the line manager and from the colleagues. Brand communication activities should be done not only timely but also accurately and fully. When the employee's receive the information fully and completely, they will likely have the feeling of being shared and will therefore, become more and more responsible for the corporate brand. They will also have the information they need in order to exchange and discuss with their colleagues and will finally, made the right decisions for the corporate brand (Table 3).

Table 3: EFA Analysis Results (EFA)

Observed variables	Factors						
	1	2	3	4	5	6	7
BL4	0.794						
BL2	0.741						
BL1	0.734						
BL5	0.711						
BL3	0.711						
BL6	0.678						
BC7		0.762					
BC3		0.755					
BC5		0.714					
BC2		0.706					
BC6		0.669					
BC4		0.669					
BC1		0.594					
HB3			0.793				
HB2			0.789				
HB1			0.751				
HB4			0.609				
HB5			0.594				
BE5				0.731			
BE3				0.725			
BE2				0.703			
BE1				0.697			
BE4				0.628			
BD1					0.753		
BD4					0.736		
BD2					0.731		
BD3					0.660		
CO1						0.724	
CO6						0.656	
CO2						0.645	
CO3						0.589	
CO4						0.583	
CO5						0.569	
HR4							0.740
HR3							0.726
HR2							0.706
HR5							0.692

Domestic airlines in Vietnam can still develop and build their internal brand by creating stories or anecdotes relating to their corporate brand which will help remind people of the origin of the brand and the values that the organization represents. Besides, this will enable the employee's to better demonstrate their commitment to the brand. They have the information and the support they need, so, they can tell their friends about the organization as the best place to work. The organization can also design and create media publications highlighting the roles of the employee's so they will feel proud to work for the organization. They will increase their commitment in terms of their positive attitude and will feel motivated to work harder and to make better contribution to the organization. In addition, it is important for domestic airlines in Vietnam to implement effectively their brand leadership activities. The components of brand leadership is vital for the employee's to understand the characteristics, the vision and the core values of the brand of the organization that

they currently work for. When the employee's are shared of their corporate vision, they will likely adjust the way they work and their personal objectives to be consistent with the organization. They will become more and more responsible for the future development and operation of the organization and therefore will actively connect with other individuals in order to accomplish their jobs and even go above and beyond their assigned duties when necessary.

The employee's should find it necessary to know and understand the core values of the brand as this will help guide their behavior when they provide their service to the customers. Once they understand the origin of the corporate brand, the values that the brand represents they will become fully committed to the organization and will direct their behaviors accordingly. More importantly, managers should let employees know how they are expected to behave in order to have better and positive image for the organization and how well and what value they create for the brand they currently work for. As a

result, the employee's will likely have a positive and friendly attitude and will try their best to be of great value for customers and colleagues alike.

CONCLUSION

Understanding clearly the brand vision and knowing well how to behave to achieve that vision, the employee's will do their utmost to enhance their professions, to participate career development and training, to initiate or have new ideas for new products and services or to improve current processes, etc. All of these activities will enhance their brand supporting behaviors and will finally, increase the values of the organization.

LIMITATIONS

In the research process, it is impossible for the subject to avoid limitation. Firstly, the topic does not elaborate on the demographic or socio-cultural factors which affect the brand's commitment and brand citizenship behavior. Secondly, the research focuses on brand citizenship behaviors of employee's in the aviation industry in Vietnam but the population was not yet covered fully. Most of the samples were collected in enterprises that played a key role in the domestic aviation sector in Ho Chi Minh City. Only a small percentage of employees in enterprises in the North, Central and other provinces participated in the research.

RECOMMENDATION

Therefore, wider field studies with larger sample sizes and appropriate sampling methods should be used to further evaluate the results.

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