

## **Study of the Effect of Internal Brand Management on Brand Citizenship Behavior in Presence of Brand Commitment and Job Satisfaction of Employees in Banking Industry**

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**Abstract:** Citizenship behavior comprises those behaviors that employees of an organization have toward customers in order to respect them or create an intimate relationship to attract others and improve activities of organization in this way. The purpose of this study is to examine the effect of internal brand management on brand citizenship behavior in presence of brand commitment and job satisfaction of employees in Banking Industry. This study is a fundamental study in terms of objective and is descriptive and correlational in terms of study type. Statistical population includes managers and employees of banks and banking institutions. Validity and reliability of indicators and components was determined using Chen test, average variance Extracted, transverse loads, combined coefficient, Cronbach's alpha and then hypotheses were tested using outputs of PLS and Bootstrap algorithms.

**Key words:** Internal brand management, brand citizenship behavior, brand commitment, employee job satisfaction

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### **INTRODUCTION**

Brand is one of the most valuable assets of every organization that can pave the way to gain a lion share of market and more profitability through a proper management. Internal brand management is one of the branches of internal marketing that is done to develop, improve, strengthening, maintenance, and support of organizational brand. It is required to teach some behaviors to employees inside the organization in order to develop the brand of organization and create a desired view of brand among customers and competitors. This matter is important because of the close relationship between customers and employees within Banking Industry. All experts and academic persons agree that employees have an important role in brand creation and success of service industries expressed that customer perception of brand of services is usually related to primitive behavior of employees. Hence, the customer image and brand experience are affected by the behavior of the employee. Some terms such as "official representative of brand", "unrivaled brand", and "active brand" have been used to attract the desirable behavior of employees. These behaviors are a part of an extensive concept called Brand Citizenship Behavior (BCB) (Burmam and Zeplin, 2005).

Citizenship behavior includes those behaviors of employees toward customers in order to respect them or

create intimate relationship to attract them and improve activities of organization. These behaviors can be originated from the management of internal processes of organization leading to brand development. In this regard, the variable of brand citizenship behavior includes intention of every employee for voluntary actions and general behaviors that are out of the expectation system of their role leading to strengthening of brand identity (Borman and Motowidlo, 1997).

Banking Industry is different with other service industries because of its discipline. According to Ackfeld and Cott, bank employees have key roles when they do an action with several roles and their performance is evaluated based on quality and effectiveness of their actions. Hence, BCB should be considered as the variable determining customer experience of brand in banking industry. There have been many conducted studies on antecedents of Organizational Citizenship Behavior (OCB) while there are few conducted studies in field of BCB with low attention toward banking industry. The stimulating factor of this study is related to lack of studies in this field and the aim of this study is to study the antecedents of BCB in banking industry. The role of the number of connections between customer and employee has been studied in this research.

**Theoretical bases and background:** Undeniable role of employees has made scientific researches to pay attention

to human resources as the brand creators in current years. Study of literature indicates that there have been few studies about the effect of internal brand management on the employee attitude including sense of belonging, commitment, job satisfaction and brand loyalty through a comprehensive method while each paper has studied a part this matter. Especially, it can be claimed that there is not any conducted foreign or domestic study about the effect of internal brand management on citizenship behavior; therefore, the way is open for the present study (Sohrabi *et al.*, 2015).

The study conducted by Punjaisri *et al.* (2009) has examined the effect of employee attitude on internal brand management with the aim of localization of this concept in Asia while the present study aims to explain the relationship between internal brand management and brand citizenship behavior among employees that is different with the aim of mentioned study. They have explained that internal brand management has an effect on employee attitude and their attitude can effect on brand performance. According to existing literature of internal brand and based on the study of Mc Laverty and coauthors carried out through interviews and comprehensive quality studies in Canadian Marketing Association, 2007, it was determined that the applied indices with Punjaisri to assess the internal brand management had not been comprehensive. Hence, this study aimed to benefit from experts' opinions and relevant table tools of internal brand management in order to add some questions to measuring indices and define a more comprehensive index.

Mc Laverty and coauthors presented following definition for internal brand management based on the interviews and studies in Canadian Marketing Association that can be considered as the most comprehensive definition about the concept of internal brand management. "Internal brand management is a collection of strategic processes matching employees and making them free to gain a sustainable and accurate customer experience". This process includes a broad range of internal relationships, educational support, leadership activities, recognizing programs, rewards, employment activities, and retention factors. The employee sense of belonging to organization and brand is considerably important for every business especially in field of service brands in which, attitudes and behaviors of employees can create or destroy the brand.

Brand commitment of employees is related to their sense of belonging (Punjaisri *et al.*, 2009). In this regard, we first define the employee sense of belonging then the definition of employee brand commitment presents. Organizational sense of belonging is a status in which the person considers her/himself correlated with the organization so that he or she considers organizational

failures or successes as him/herself successes and failures (Mael and Ashforth, 1992). Organizational sense of belonging is a specific type of social sense of belonging in organizational behavior studies. A person who has sense of belonging to the organization would define him/herself in relation with that organization (Bhattacharya *et al.*, 1995). Bachen is the first person who introduced the concept of organizational sense of belonging in 1970 concentrating on three aspects of similarity, membership and loyalty.

King and Grace (2010) conducted a study in 2010 and introduced brand-based activities of human resources and communications as the components of knowledge dissemination and important Leverages of brand commitment. This study indicated that communication could effect on brand commitment of employees at one of the internal brand management tools. Burmann and Zeplin (2005) has confirmed this relationship in their conducted study in 2005. Therefore, there is a considerable relationship between internal brand management and brand commitment.

Job satisfaction is a phenomenon created in effect of various factors and can effect on various factors. Job satisfaction is an independent variable effecting on dependent variables including productivity, absenteeism, displacement, turnover, person behavior in society, person behavior in family and partly on individual attitudes toward the social, cultural, political environment. On the other hand, job satisfaction is a dependent variable that is affected by some independent variables such as wages and benefits, relationship with colleagues and supervisors, job importance and job type. In addition, job satisfaction is affected by some variables such as age, education, gender, work experience and job classification. Job satisfaction is a combination of cognitive satisfaction and emotional satisfaction of person toward the job. Cognitive satisfaction is based on logical and rational evaluation of work conditions. Therefore, cognitive satisfaction is an evaluation based on comparisons without relying on emotional judgements considering opportunities and revenues while emotional satisfaction is general evaluation of person toward the job based on feelings. This satisfaction can be seen within the positive and good mood and feelings of individuals when they are at work (Ismaili and Renani, 2007).

Behavior is a fundamental phenomenon and an activity that human performs in order to deal with the environment. Every behavior has a specific goal and every person has an intention to achieve a goal. In fact, the behavior of human is not understandable or analyzed without considering the goal and intention. The goal has the main role in behavior of people. One of the behavioral features of human and animal is that the behavior is affected by motivations leading to do an action in order to achieve the goal (Rezvan, 1996).

Organ defined organizational citizenship behavior based on the Katz idea about meta-role behaviors for the first time in 1988, “a set of beneficial, free and meta-role behaviors displaying with employees that is not directly determinable with official reward system and has a general positive effect on organization activity”. He stated that these behaviors are not controllable through employment contracts (Zeinabadi, 2010).

The concept of brand citizenship behavior can be stated in accordance with the concept of organizational citizenship behavior; in this case, BCB has a cumulative structure that expresses general behaviors of employees leading to improvement of brand identity (Burmam *et al.*, 2009). Therefore, brand citizenship behavior includes intention of every employee for voluntary performance of general behaviors (separated from sector or brand) out of the expectations of their roles strengthening brand identity (Burmam *et al.*, 2009). Organ has expressed 7 dimensions of citizenship behavior as follows.

**Helping behaviors:** Helping behaviors include voluntary help or preventing form relevant problems to work.

**Generosity:** Is a kind of citizenship behavior that is not considered as important as helping behaviors (MacKenzie *et al.*, 1993).

**Organizational loyalty:** Following regulations of organization and performing duties are included in organizational loyalty that is beyond the interests of individual, work groups and sectors (Moorman and Blakely, 1995).

**Organizational information:** Organizational information has a long history in field of citizenship behavior studies. Organizational information is related to acceptance of logical rules and organizational regulations reflecting in job description and organization policies (Sohrabi and Alavi, 2010).

**Individual innovations:** This type of citizenship behavior is a meta-role behavior beyond the expected requirements. Some examples of these behaviors include voluntary and innovative activities and creative designs to improve personal duties or organizational performance (Borman and Motowidlo, 1997).

**Civil behavior:** Civil behavior is originated from commitment to organization or interest in it. Monitoring the environment in order to identify opportunities or threats (considering industry changes and its effects on organization) even with personal costs is an example of these behaviors (Graham, 1991).

**Self-development:** Self-development comprises voluntary behaviors of employees to improve their knowledge, skills and abilities. The feature of such behavior is that learning of new skills is done in order to expand the participation domain in organization (Sohrabi and Alavi, 2010).

**Hypotheses and conceptual model:** Internal brand management: internal brand management is one of the branches of internal marketing that is done to develop, improve, strengthen, maintaining, and support of organizational brand (Ansari *et al.*, 2010). Internal brand management is gained from the standard score obtained from the measuring scales (familiarity of employees with the missions, prospects, personality and values of banking industry) using questionnaire of Porricelli *et al.*, (2014) and responses to questions 1-7.

**Employee brand commitment:** Organizational commitment is an attitude or tendency in person making him or her to continue the work in an organization. In other words, organizational commitment indicates the tendency of employees toward work in an organization. Employee brand commitment is gained from the standard score obtained from measuring scales (level of commitment and loyalty of employees toward banking industry) using questionnaire of Porricelli *et al.* (2014) and responses to questions 8-14.

**Job satisfaction:** Is an emotional and positive state originated from the evaluation of job or job experiences. In other words, job satisfaction is related to level of met expectations of job. Employee job satisfaction is gained from the standard score of measuring scales (satisfaction level of work conditions, satisfaction with job advantages and satisfaction with job type in banking industry) using questionnaire of Porricelli *et al.* (2014) and responses to questions 15-20.

**Brand citizenship behavior:** Citizenship behavior includes those behaviors of employees toward customers in order to respect them or create intimate relationship to attract them and improve activities of organization (Burmam *et al.*, 2009). Brand citizenship behavior is gained from the standard score of measuring scales (behavior of employees toward each other, behavior of employees toward customers and improvement of employees' behavior in banking industry) using questionnaire of Porricelli *et al.* (2014) and responses to questions 21-28.

According to the results obtained from conducted studies by Porricelli *et al.* (2014), King and Grace (2010), Ghasemzede (2012), Heidari (2012) and Asnaashari (2011), internal brand management has a positive effect on brand commitment of employees. Brand citizenship behavior has

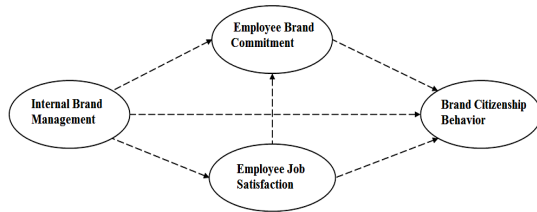


Fig. 1: Conceptual model

a positive effect on job satisfaction of employees and job satisfaction of employees has a positive effect on brand commitment of employees. Therefore, the following hypotheses have been tested in this study:

- H<sub>1</sub>: Internal brand management has a positive effect on brand commitment of employees
- H<sub>2</sub>: Internal brand management has a positive effect on brand citizenship behavior
- H<sub>3</sub>: Internal brand management has a positive effect on job satisfaction of employees
- H<sub>4</sub>: Job satisfaction of employees has a positive effect on brand commitment of employees

According to conducted studies by Porricelli *et al.* (2014) and Asnaashari (2011), job satisfaction of employees has a positive effect on brand citizenship behavior; hence, the next hypothesis of study is as follows:

- H<sub>5</sub>: Job satisfaction of employees has a positive effect on brand citizenship behavior

According to the findings of conducted studies by Porricelli *et al.* (2014), Ghasemzede (2012), Asnaashari (2011) and Salim (2012), commitment brand of employees has a positive effect on organizational citizenship behavior. Therefore, the other hypotheses of this study are as follows:

- H<sub>6</sub>: Brand commitment of employees has a positive effect of organizational citizenship behavior
- H<sub>7</sub>: Brand commitment of employees with a mediation role has a positive effect on the relationship between internal brand management and brand citizenship behavior
- H<sub>8</sub>: Job satisfaction with a mediation role has a positive effect on the relationship between internal brand management and brand citizenship behavior
- H<sub>9</sub>: Brand commitment of employees with a mediation role has a positive effect on the relationship between job satisfaction of employees and brand citizenship behavior

**Structural model of study:** According to the presented literature in relation with background and relationship between components of study, the applied model in this study has been proposed in Fig. 1.

## MATERIALS AND METHODS

This study is applied in terms of nature and objective and is descriptive with correlational type in terms of data collection. To collect data and describe relevant background and literature to the subject of study, library method has been applied. For this purpose, existing books and papers in libraries and internet and persian theses were used in field of the study subject. To collect data for the main part of study and measure variables, questionnaire was applied. The studies indices in this study were assessed by some experts and elites before survey and finally that confirmed questionnaire was applied as data collection tool. The questionnaire of this study was extracted from the study by Porricelli *et al.* (2014) including five parts. First part includes 11 questions about internal brand management, second part includes 7 questions about the employee brand commitment, third part includes 6 questions for variable of employee job satisfaction and fourth part includes 9 questions about brand citizenship behavior. The fifth part includes general questions. Statistical population of this study includes banking industry of Iran; in other words, statistical population includes managers and employees of banks and active institutes in this field. One of the newest methods of sample size choosing has been applied in this study. This method suggests for path model estimations of Least Squares method that sample size should be equal or more than following options:

- Ten times more than structural indices with the most number of combined indicators
- Ten times more than the number of structural paths leading to a special structure within internal path model

According to the conceptual model and mentioned method, the minimum required sample size for this study is equal to 30 but 100 questionnaires were distributed due to possibility of heterogeneous and unreliable data of gathered questionnaire and finally 89 questionnaires were analyzed.

Some statistical indicators were used at descriptive level in this study to describe demographic variables including age, gender, work experience and education as well as descriptive features of variables including mean, standard deviation, skewness and relevant diagrams. Confirmatory factor analysis and variance-based

Table 1: Coefficients of factor loadings of study indicators

Indicators	BM1	BM2	BM3	BM4	BM5	BM6	BM7
Factor loading	0/835	0/864	0/809	0/843	0/823	0/859	0/787
Indicator	BC1	BC2	BC3	BC4	BC5	BC6	BC7
Factor loading	0/629	0/666	0/751	0/839	0/845	0/779	0/821
Indicator	SA1	SA2	SA3	SA4	SA5	SA6	BCB1
Factor loading	0/808	0/844	0/760	0/732	0/785	0/820	0/754
Indicator	BCB2	BCB3	BCB4	BCB5	BCB6	BCB7	BCB8
Factor loading	0/659	0/862	0/766	0/789	0/745	0/725	0/839

Table 2: Reliability of variables (structures)

Variables	Cronbach's alpha	Combined coefficient
Brand commitment of employees	0/8807	0/9074
Brand citizenship behavior	0/9008	0/9204
Internal brand management	0/9256	0/9401
Job satisfaction of employees	0/8811	0/9099

Table 3: Discriminant validity of variables

Variable	AVE
Brand commitment of employees	0/5859
Brand citizenship behavior	0/5926
Internal brand management	0/6919
Job satisfaction of employees	0/6280

structural equation with Partial Least Square (PLS) method have been used in this study to test conceptual model and hypotheses. Data analysis has been done through Excel and Smart-PLS Software.

To examine the reliability of indicators in PLS method, factor-loading test was used. In this test factor loading of indicators should be >0/7. Coefficients of factor loadings of questions are shown in following Table 1.

The convergent validity and discriminant validity should be calculated to evaluate validity in PLS models. This matter has been expressed in this part. Reliability of indicators and structures (variables) should be calculated within PLS method. The common coefficient to examine reliability of structures is Cronbach's alpha coefficient but because of strictness of this coefficient, combined coefficient can be applied in this study that includes variance-based structural equations. Therefore, both coefficient can be used and acceptable value for these two coefficients is equal to 0/7. Both Cronbach's alpha coefficient and combined coefficient have been used in this study to examine reliability of structures. The values of Cronbach' alpha have been >0/8807 for all structures and values of combined coefficient have been >0/9074 for all structures; therefore, structures have been reliable Table 2 .

The convergent validity and discriminant validity should be calculated to evaluate validity in PLS Models. This matter has been expressed in this part.

Average Variance Extracted (AVE) is applied in PLS method to calculated convergent validity. The minimum value for convergent validity of each variable is equal to 0/5. According to Table 3, the value of AVE for structures of this study has been obtained between 0/5859 and 0/6919 that is more than minimum value of 0/5 indicating appropriate convergent validity of structures. To examine discriminant validity of structures, Chen test was used in

Table 4: Correlation matrix and square root of AVE

Variables	BC	BCB	BM	SA
Brand commitment of employees	0/7655			
Brand citizenship behavior	0/6417	0/7698		
Internal brand management	0/4998	0/5225	0/8318	
Job satisfaction of employees	0/4686	0/5935	0/3425	0/7925

Table 5: Transverse loadings of indicators

Variables	BC	BCB	BM	SA
BC1	0/628920	0/369415	0/369427	0/292708
BC2	0/666202	0/398339	0/379139	0/274312
BC3	0/751078	0/634390	0/482977	0/581292
BC4	0/833396	0/436668	0/401700	0/282510
BC5	0/844907	0/582444	0/379819	0/333267
BC6	0/779475	0/397828	0/317189	0/211604
BC7	0/820531	0/499928	0/295053	0/395006
BCB1	0/553311	0/754290	0/386641	0/450677
BCB2	0/560748	0/659185	0/443579	0/442974
BCB3	0/589330	0/862433	0/502764	0/554599
BCB4	0/376457	0/765968	0/272448	0/481838
BCB5	0/429175	0/789282	0/396092	0/472919
BCB6	0/363500	0/744955	0/394422	0/403821
BCB7	0/428067	0/724907	0/265711	0/346923
BCB8	0/569723	0/839004	0/481589	0/461900
BM3	0/396008	0/449734	0/808728	0/286133
BM1	0/411651	0/461330	0/834644	0/281019
BM2	0/387825	0/3453070	0/864126	0/250884
BM4	0/449678	0/452551	0/842847	0/250393
BM5	0/407355	0/450478	0/823404	0/366446
BM6	0/426625	0/438797	0/859185	0/252851
BM7	0/423165	0/426580	0/786980	0/295695
SA1	0/314239	0/472266	0/357128	0/808225
SA2	0/436733	0/461896	0/257169	0/843525
SA3	0/305821	0/504301	0/267142	0/760493
SA4	0/340034	0/338230	0/215409	0/732477
SA5	0/438283	0/486521	0/228310	0/784993
SA6	0/384368	0/533220	0/296070	0/819975

which, square root of AVE for each structure should be more the correlation coefficient between that structure and other structures (Table 4).

According to the obtained results, the discriminant validity of indicators is appropriate because all indicator have higher factor loadings for their structures compared to their factor loading for structures (Table 5).

According to analysis of findings, >78% of participants of this study were younger than 45 indicating

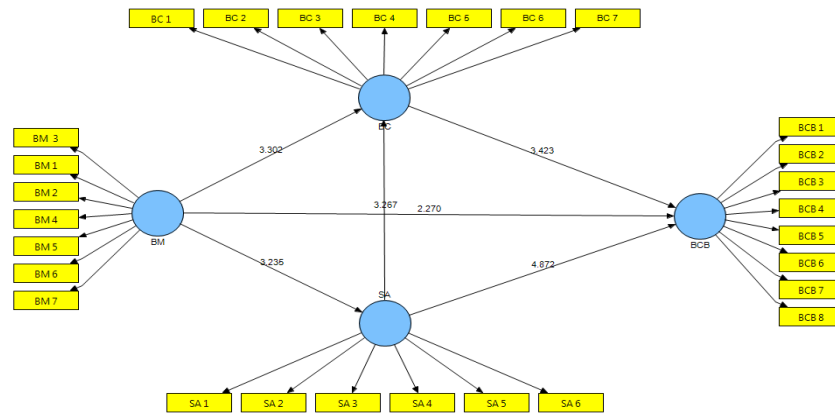


Fig. 2: The t-value between variables

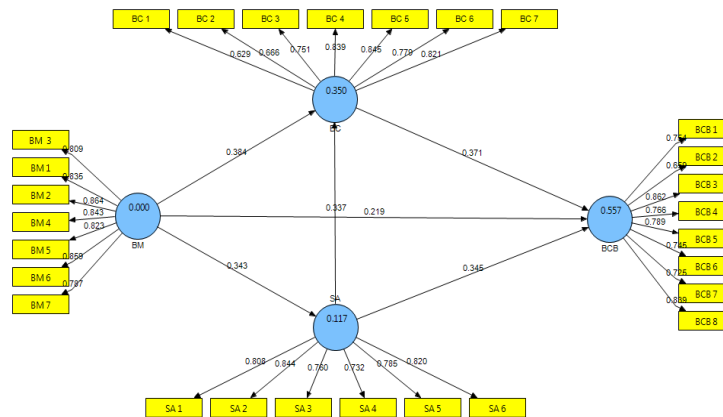


Fig. 3: Path coefficient between variables

Table 6: Result of direct hypotheses of study

Hypothesis	Independent variable	Dependent variable	Path coefficient	t-values	Test result
H <sub>1</sub>	Internal brand management	Employee brand commitment	0/384***	3/302	Accepted
H <sub>2</sub>	Internal brand management	Brand citizenship behavior	0/129*	2/270	accepted
H <sub>3</sub>	Internal brand management	Employee job satisfaction	0/343*	3/235	Accepted
H <sub>4</sub>	Employee job satisfaction	Employee brand commitment	0/337*	3/267	Accepted
H <sub>5</sub>	Employee job satisfaction	Brand citizenship behavior	0/345***	4/872	Accepted
H <sub>6</sub>	Employee brand commitment	Brand citizenship behavior	0/371***	3/423	Accepted

\*P <0/ \*\*P <0/01; \*\*\*P <0/001

Table 7: Results of mediation (indirect) hypotheses

Variables	Hypothesis	Indirect effect	Test result
H <sub>7</sub>	Internal brand management-employee brand commitment-brand citizenship behavior	0/142	Accepted
H <sub>8</sub>	Internal brand management-employee job satisfaction-brand citizenship behavior	0/118	Accepted
H <sub>9</sub>	Employee job satisfaction-employee brand commitment-brand citizenship behavior	0/125	Accepted

more interest of these people to cooperate with researcher than older people do. It means that considerable numbers of these people are young in studied organization.

The >92% of participants had BA degree. The >86% of members had <15 years' work experience in the organization. The >77% of participants were male indicating more numbers of men than women in this organization. Bootstrap algorithm with 500 sub-sample was used to calculate t value (Fig. 2 and 3). The results of indirect (mediation) hypotheses are described in Table 6 and 7.

The important point of indirect relationship is that both of relationships (for instance, the relationship between internal brand management and job satisfaction and the relationship between job satisfaction and brand citizenship behavior) should be significant in order to examine the indirect effect of internal brand management on brand citizenship behavior (or mediation role of job satisfaction). According to the significant relationships between all of variables, the effect of job satisfaction and brand commitment can be calculated as it is described in Table 7.

## **RESULTS AND DISCUSSION**

The hypothesis 1 of this study tested the effect of internal brand management on employee brand commitment. According to the obtained results of study, internal brand management has a positive significant effect on brand commitment of employees at confidence level of 95%. The obtained findings are coordinated with results of conducted studies by Porricelli *et al.* (2014) and King and Grace (2010).

The hypothesis 2 tested the effect of internal brand management on brand citizenship behavior. According to the obtained results of study, internal brand management has a positive significant effect on brand citizenship behavior at confidence level of 95%. The obtained findings are coordinated with results of conducted studies by Porricelli *et al.* (2014), Ghasemzade (2012) and Heidari (2012).

The hypothesis 3 tested the effect of internal brand management on job satisfaction of employees. According to the obtained results of study, internal brand management has a positive significant effect on job satisfaction of employees at confidence level of 95%. The obtained findings are coordinated with the results of conducted studies by Porricelli *et al.* (2014), King and Grace (2010) and Asnaashari (2011).

The hypothesis 4 tested the effect of job satisfaction of employees on employee brand commitment. According to the obtained results of study, job satisfaction of employees has a positive significant effect on employee brand commitment at confidence level of 95%. The obtained findings are coordinated with the results of conducted studies by Porricelli *et al.* (2014), King and Grace (2010) and Heidari (2012).

The hypothesis 5 tested the effect of job satisfaction of employees on brand citizenship behavior. According to the obtained results of study, job satisfaction of employees has a positive significant effect on brand citizenship behavior at confidence level of 95%. The obtained findings are coordinated with the results of conducted studies by Porricelli *et al.* (2014) and Ansari *et al.* (2010).

The hypothesis 6 tested the effect of employee brand commitment on brand citizenship behavior. According to the obtained results of study, employee brand commitment has a positive significant effect on brand citizenship behavior at confidence level of 95%. The obtained findings are coordinated with the results of conducted studies by Porricelli *et al.* (2014), Ghasemzade (2012) and Ansari *et al.* (2010).

Hypothesis 7 of this study tested the effect of employee brand commitment with a mediation role on the

relationship between internal brand management and brand citizenship behavior. According to the obtained results of study, employee brand commitment has a positive significant effect on the relationship between internal brand management and brand citizenship behavior at the confidence level of 95%; hence, the mediation role of this variable has been accepted. Therefore, hypothesis 7 was significant and accepted. The obtained findings are matched with results of studies by Porricelli *et al.* (2014) and Ghasemzade (2012).

Hypothesis 8 of this study tested the effect of employee job satisfaction with a mediation role on the relationship between internal brand management and brand citizenship behavior. According to the obtained results of study, employee job satisfaction has a positive significant effect on the relationship between internal brand management and brand citizenship behavior at the confidence level of 95%; hence, the mediation role of this variable has been accepted. Therefore, hypothesis 8 was significant and accepted. The obtained findings are matched with results of studies by Porricelli *et al.* (2014), Salim Khanian (2012) and Ghasemzade (2012).

Hypothesis 8 of this study tested the effect of employee job satisfaction with a mediation role on the relationship between employee brand commitment and brand citizenship behavior. According to the obtained results of study, employee job satisfaction has a positive significant effect on the relationship between employee brand commitment and brand citizenship behavior at the confidence level of 95%; hence, the mediation role of this variable has been accepted. Therefore, hypothesis 9 was significant and accepted. The obtained findings are matched with results of studies by Porricelli *et al.* (2014), King and Grace (2010) and Ghasemzade (2012).

## **CONCLUSION**

According to the findings of study, internal brand management has a positive effect on brand commitment of employees. Internal brand management has a positive effect on brand citizenship behavior. Internal brand management has a positive effect on job satisfaction of employees. Job satisfaction of employees has a positive effect on brand commitment of employees. Job satisfaction of employees has a positive effect on brand citizenship behavior. Brand commitment of employees with a mediation role has a positive effect on the relationship between internal brand management and brand citizenship behavior. Job satisfaction of employees with a mediation role has a positive effect on the relationship between internal brand management and brand citizenship behavior. Brand commitment of

employees with a mediation role has a positive effect on the relationship between job satisfaction and brand citizenship behavior.

### **LIMITATIONS**

This study has faced some limitations including: incomprehensiveness of relevant studies to the subject of study inside of Iran. Lack of attention of domestic studies to the accepted models and variables in scope of brand citizenship behavior. Lack of diversity in use of strategies within scope of internal brand management and sometimes strategies are repetitive in organization without any creativity.

### **RECOMMENDATIONS**

Some recommendations are proposed in accordance with the findings of study. Bank managers should consider that high effect of internal brand management on employee performance indicates the importance of this variable in organization. Therefore, managers should perform more measurements such as internal communications, educational support, leadership activities, recognizing programs and rewards in order to improve internal brand management in organization through increasing employee brand commitment, brand citizenship behavior and employee job satisfaction.

Bank managers can increase job satisfaction of employees, employee brand commitment and brand citizenship behavior in accordance with organization conditions and preparing some fields including promotion opportunity, situation, responsibility, job nature, supervision quality, physical conditions, rewards and advantages, mutual interaction between individual, organization policy and management.

Bank managers should try to increase interest of employees in organization and make them match with organizational goals in order to increase brand commitment of employees. In this case, the increased employee brand commitment would lead to increased organizational citizenship behavior and customers of banking services would receive high-quality services.

Bank managers should try to increase employee brand commitment and job satisfaction in banks in order to improve the relationship between internal brand management and brand citizenship behavior. Bank managers should consider that employee brand commitment could intensify the effect of employee job satisfaction on brand citizenship behavior through its mediation role as well as positive effect on provided services in bank.

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