



Relationship between brand empowerment and employee brand understanding on employees rspad pavilion kartika

Indanat Fadhilatut Toyibah

Management, Esa Unggul University, Jakarta, Indonesia

ARTICLE INFO

Article history:

Received Jun 07, 2023
Revised Jun 07, 2023
Accepted Jun 13, 2023

Keywords:

Brand Empowerment;
Brand Psychological
Ownership;
Corporate Branding;
Employee Brand
Understanding;
Employee Brand Equity;

ABSTRACT

This research was conducted to explore the influence of variables of brand empowerment, employee brand understanding, employer brand equity, brand psychological ownership and corporate branding to know the role of employee Brand understanding on hospital employees. The contributions from this research are expected to provide the theory/science of human resource management and also provide improved quality services in the health industry sector and also positive managerial implications on organizational management. Referring to the results of previous research and empirical theories related to the process of understanding employees' brand and all aspects related to brand empowerment, employee brand understanding, employer brand equity, brand psychological ownership and corporate branding, this research gathered data with the survey method of spreading questionnaires online using Google forms. Respondents were selected using purposive sampling. Quantitative research is conducted using the analysis of structural equation models. (SEM). Some of the findings in this study were positive effects of brand empowerment on employee brand understanding, but no impact on brand psychological ownership. Employee Brand Understanding has a positive impact on Employee Brand Equity. In contrast, brand psychological ownership does not affect employee brand equity. In addition, corporate branding has a positive impact on brand psychological ownership. This research is useful for organizations to improve the role of employees in having a sense of ownership of the brand, as well as getting employees to understand the brand of the organization to deliver positive change and improve the quality of the company's brand image.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Indanat Fadhilatut Toyibah
Management
Esa Unggul University,
Jl. Rorotan II, Rorotan, Cilincing, Jakarta Utara.
Email: indanafadhilah@student.esaunggul.ac.id

INTRODUCTION

The emergence of pandemics causes many changes in human life, the various social elements that exist around them also change and adapt to habits that will likely increase their chances of survival. (Purnama *et al.* (2020) The impact of the presence of a coronavirus pandemic creates changes in the daily life patterns of society so that many behaviors and thinking of society change such as

disruption, habits of wearing masks, always washing hands and so on, including changes in behavior and thinking that occur in employees starting from a new SOP of the company that requires them to follow the changes. According to Piehler *et al.* (2016) Employee Brand Understanding (EBU) is an employee thinking, which is also an important prerequisite for employee behavior that is in line with the brand. Employee brand understanding (EBU) emphasizes the importance of understanding employees' knowledge of their role in supporting brand success as well as their ability to provide guarantees for the brand (Altaf & Shahzad, 2018). Employee Brand Understanding (EBU) also demonstrates an effect on employee commitment and behavior that supports the brand (Batt *et al.*, 2021). In addition, brand empowerment (BE) also drives the behavior and initiative of employees towards customers in controlling the brand image (Altaf & Shahzad, 2018). Next according to Altaf *et al.* (2019) Employee Brand Understanding (EBU) is also important for the psychological state of an employee who further develops employees in their understanding of their Brand Psychological Ownership (BPO) which reflects the characteristic process of work, in which employee condition can develop employees into better individuals and workers. Employees don't have to have an understanding of the importance of brands for company success, but employees should contribute to spreading the brand image, because when they understand their company's brand as well as their brand equity and feel experienced in their daily work, they will tend to be more responsible and give the best for their work (Hackman & Oldham, 1976).

Previous research focused more on the attitude of employees with brand commitment to employees, either brand-related attitude and its impact on their brand related behavior (Dechawatanapaisal, 2018; Piehler, 2018; Quarantino & Mazzei, 2018). Employee brand related behavior includes employee brand loyalty, brand-related behaviour, brand support, or a combination of all in an employer brand equity construction (Burmam *et al.*, 2009; Altaf *et al.*, 2017; Altaf & Shahzad, 2018; Altaf *et al.*, 2019). Other studies also focused on employee brand-related attitudes and behaviors such as brand psychological ownership (BPO) and Employee Brand Understanding (Piehler *et al.*, 2016). In addition to the attitudes and behaviors of employees, other internal branding also focuses on Brand Empowerment (BE) and its relationship with Brand Psychological Ownership (BPO), Employee Brand Equity (EBE), consistent brand behavior, and employees brand understanding (e.g Macrae, 1998; Collins & Clark, 2003; Burmann & Zeplin, 2005; Burmann *et al.*, 2009; King & Grace, 2012; Xiong *et al.*, 2013; Santos-Vijande *et al.*, 2013; Altaf *et al.*, 2017; Altaf & Shahzad, 2018; Altaf *et al.*, 2019). These structures were then explored as the relationship between corporate branding (CB) and brand psychological ownership (BPO), and brand citizenship behavior (Chiang *et al.*, 2012). Several studies like (e.g Burmann *et al.*, 2009; Altaf *et al.*, 2017; Altaf & Shahzad, 2018; Altaf *et al.*, 2019). have conducted research on normal conditions that is the condition of employees that are conducive and controlled are not experiencing disruption or experience health disorders as well as other mental disturbances so that they perform activities well without feeling anxious about the situation around them, however, in an emergency situation such as a coronavirus pandemic employees must adjust the situation in each of their activities such as following the latest SOP of their company, the condition is still rarely studied especially in employees who are close to the corona virus such as employees who work in the home, then this research is done when there is a pandemia of the coronaviirus. In addition, previous research was done in the banking sector, while this research was carried out in the health sector, exactly hospitals.

The objective of this study is to test the relationship between brand empowerment (BE), Employee Brand Understanding (EBU), Employer Brand Equity (EBE), Brand Psychological Ownership (BPO) And Corporate Branding (CB) in hospital employees of RSPAD Paviliun Kartika, it is expected this research can contribute to the theory or knowledge of human resource management and also provide quality services in the health industry.

RESEARCH METHOD

Measurement on this study used the Likert scale on a scale of 1-5 (Bishop & Herron, 2015; Wu *et al.*, 2015). Where score one is very disagreeable (STS), score two disagrees (TS), score three between agreed and disagreed (ASTS), point four is agreed (S), and score five is very agreed (SS). The data used is a type of primary data, the collection of data using the survey method online with Google forms as many as once. The spread of the initial questionnaire (pre-test) to 30 respondents, resulted in 7 invalid statements, while the variables brand psychological ownership and employee brand understanding were declared valid. On the employee brand equity variable of 11 statements 2 statements are invalid. Furthermore, on the brand empowerment variable of 5 statements only 4 are declared valid and the corporate branding variable from 20 statements 4 statements are stated invalid. Thus, out of a total of statements consisting of 58 statements, 51 statements are valid for questionnaire.

Measurement of employee brand equity variables with eleven items adopted from study by King *et al.* (2012). Variable employee brand understanding is a mediated variable with a multi-dimensional construction of thirteen items adopted from the study Piehler *et al.* (2016). Variable brand psychological ownership with the construction of 9 items to measure three dimensions of brand psychologig ownership is adapted from the study Chiang *et al.* (2012). The brand empowerment variable with five one-dimensional items to measure the construction of brand empowering is adopted from the study Morhart *et al.* (2009). Next, a scale of twenty items to measure corporate branding construction is adopted from the study Chiang *et al.* (2013).

The population for this research is the staff of the hospital, from the number of population can be taken samples to represent that of the RSPAD Paviliun Kartika staff, then the amount of samples of the research is 5 times the quantity of questionnaire questions, there are 255 samples (Hair & Brunsveld, 2019). Subsequently, the sampling technique uses the method of purposive Sampling, with the sample criteria being employees who work in RSPAD Pavilion Kartika have worked for at least 1 year, have a supervisor and have the status of a permanent employee. The study was conducted during the Covid-19 pandemic.

Data analysis techniques use Structural Equation Model (SEM) with the help of Lisrel software to process and analyze data. while, to perform validity and reliability tests we use SPSS factor analysis. The validity test was performed using Kaiser Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA). If the value of KMO and MSA is greater than 0.5 then the anlysis factor is already appropriate. Next, to test reliability using Cronbach's Alpha measurement, where the closer the Cronbahs Alpha value to 1, the better it will be.

RESULTS AND DISCUSSIONS

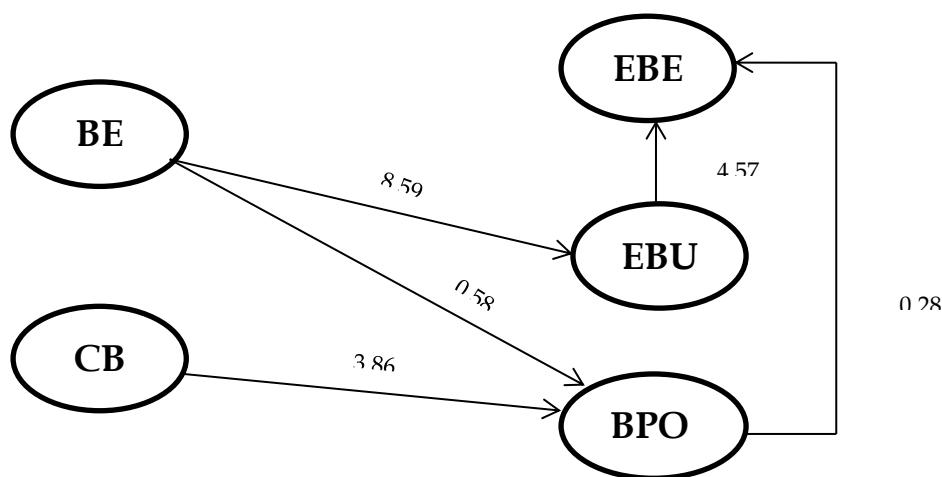
This research selected the staff on the RSPAD Pavilion Kartika as the subject of research. Based on the dissemination of questionnaires carried out online through Google Forms, it was gathered as many as 259 respondents who met the criteria set. The number of respondents was represented by pharmacists and nurses consisting of 228 respondents of Pharmacy, Nurses included 31 respondents, then respondents consisted of 152 female respondents and 107 male respondents with an average age of 17 to 26 years, which is as many respondents as 149 and final education average S1 to S2 that is as much as 131 respondents.

This study tested the validity and reliability of the construction submitted by Hair & Brunsveld (2019) state that the measurement of construction validity in a study is valid and acceptable if the indicator on each variable has a load factor value of more than 0,50. Based on this, it can be stated that the measurement of construction validity in this study is acceptable and declared valid because most load factor values on each variable have values greater than 0.50. Only a few indicators that have a load factor value of less than 0.50 are the variable indicator EBE1 = 0.33, EBE2 = 0.47, EBE3 = 0.39, EBE5 = 0.29, variable EBU10 = 0,32, EBU12 = 0.36, variable BE3 = 0,48, variable

BPO2 =0.47. Next study, Hair & Brunsveld (2019) explains that construction reliability tests must meet several conditions, namely: construct reliability (CR) value more than 0.70 and extracted variance value (VE) above 0.50. Almost all variables in this study had a construct reliability (CR) value of more than 0.70 then the entire variable had a variance value extracted (VE) close to 0.50. Employee Brand Equity (CR = 0.812; VE = 0.472), Employees Brand Understanding (CR= 0.859; VE= 0.368), Brand Empowerment (CR: 0.609; Ve = 0.351), Brand Psychological Ownership (CR : 0.836; VE: 0.446), and Corporate Branding (CR ≤ 0.936; Ve: 0.515).

This study performs a structural test analysis that works to find out the value of R2 on each equation. This is done to show the size of the independent variable in explaining its dependent variable, based on the results of SEM analysis that has been performed, obtained some results: First, the variable employee brand equity is influenced by the variables employer brand understanding and brand psychological ownership with a value of R2 is 0,58. According to the study, 58% of employee brand equity variants can be explained by employer brand understanding and brand psychological ownership variables, while 42% can be described by other variables not found in this study. Employee brand understanding is influenced by the brand empowerment variable with a R2 value of 0.92. According to the study, 92% of employee brand understanding variants can be explained by the brand empowerment variable, and the moderation role of employer brand understanding in employee Brand Equity, while the remaining 8% can be described by other variables. Third, brand psychological ownership is influenced by the variable brand empowerment and corporate branding with a R2 value of 0.80. 80% of the variants of brand psychological ownership are influenced by the variables of brand empowerment and corporate branding, while 20% can be explained by other variables.

The study also conducted model suitability tests that most of the tests showed good suitability including Chi square, RMSEA, ECVI, AIC, CAIC, Fit Index, and Goodness of Fit. The results of the analysis showed that there was a model matching (goodness of fit) built in this study, although there was one item whose level of matching was at the marginal level of fit. Here are the results of the study depicted in the Figure 1, T-Value diagram:



Chi-Square=1124.55, df=811, P-value=0.00000, RMSEA=0.039

Figure 1. Path diagram T-Value

Based on the path diagram T-Value in Figure 1 Chi-Square and df showing the research can be continued or, in other words, the study is accepted, then the test of the hypothesis model can be shown as follows on Table 1:

Table 1. Result analysis

Hypothesis	Hypothesis Statement	T-statistic	Information
H1	Brand empowerment has a positive effect on employee brand understanding.	8.59	Data supports the hypothesis
H2	Brand empowerment positive effect on Brand psychological ownership.	0.58	Data not supports the hypothesis
H3	Employee brand understanding positive effect on Employee brand equity.	4.57	Data supports the hypothesis
H4	Brand psychological ownership positive effect on Employee brand equity.	0.28	Data not supports the hypothesis
H5	Corporate branding has positive effect on Brand psychological ownership.	3.86	Data supports the hypothesis

Based on the table 1, that explain result of hypothesis test, the majority of variables have a statistical t-value above 1.96 so the data in this study supports the research hypotheses made. The results of data analysis in Table 1, brand empowerment has a statistical t value of $8.59 > 1.96$ so it is said to have a positive impact on Employee brand understanding. On the variable brand empowerment versus brand psychological ownership recorded t-value of $0.58 < 1.96$ then this result is contrary to the hypothesis, because brand Empowerment has no significant impact on brand psychological ownership. The results of the employee brand understanding test positively influenced Employee brand equity because of the t-statistical value of $4.57 > 1.96$. The fourth hypothesis is that brand psychological ownership over Employee brand equity is not appropriate because the statistical t-value of $0.28 < 1.96$ is interpreted as having no significant influence. The fifth hypothesis is that corporate branding rated the t-statistic $3.86 > 1.96$ to support the research hypotheses.

Discussion

The study aims to explore the relationship between Brand Empowerment (BE), Employee Brand Understanding (EBU), Employer Brand Equity (EBE), Brand Psychological Ownership (BPO) and Corporate Branding (CB). Thus, this study found some results, namely on the first findings, showing that brand empowerment has a positive relationship to employee brand understanding. The stage in realizing brand empowerment is by improving the employee's understanding of the brand where they work according to their needs as well as the empowering of brands in the field of health because the presence of pandemics for the moment is a very important part in dealing with health dynamics, the existence of Brand Empowerment can give customers confidence to the hospital to surrender all activities that deal with their health. As part of the process of brand empowerment in the organization, employee brand understanding can be said to need to be developed according to the conditions at the time of the covid-19 virus pandemic in order to understand the conditions and needs of customers such as the presence of strict care for visitors as well as the availability of complete tools to detect the virus to increase customer confidence in the hospital. The findings in this study are in line with the Altaf & Shahzad (2018) study that argues empowered employees are more confident in their ability to contribute to brand success, making brand empowerment an important part of brand success.

Furthermore, the findings of both brand empowerment and brand psychological ownership have been linked to the outcome of unsupported data. The findings indicate that in the brand empowerment of hospital employees who have their own SOP, it does not affect their performance towards brand understanding. Their sense of responsibility for the good name of the brand makes brand empowerment have no influence on their individual performance in delivering the brand where they work. These results are supported by research Mokhtar *et al.* (2018) found no influence between brand empowerment variables and brand psychological ownership in the Islamic banking sector. The results of past studies discussing the relationship between brand empowerment and brand psychological ownership have a significant positive effect on the Pakistani banking sector, this

is because banking requires brand empowerment from each individual to create a sense of ownership so that employees can make decisions independently in carrying out their work according to their responsibilities (Altaf & Shahzad, 2018). In this study, brand empowerment and brand psychological ownership had one indicator that was not accepted while in the research Altaf & Shahzad (2018) all indicators on these variables are accepted. The brand empowerment relationship was tested in various industrial sectors and in various countries. Brand empowerment in this study is that the health sector has results that have a positive effect but the data proves the results are not supported for brand psychological ownership, which means brand empowerment has no effect on a sense of ownership so that in this case hospitals need to emphasize employees on empowering their brand so that a sense of ownership their employees do not affect their performance. In the case of the Korean hospitality industry, brand empowerment was tested with employee commitment and satisfaction and found results where there was a significant relationship with employee commitment and not significant with satisfaction (Lee et al., 2006; Lytle et al., 2015), and the relationship was significant in studies on the case of fast-moving consumer goods in Asia (Kaufmann et al., 2012).

The third finding is that employee brand understanding has a positive relationship with employee brand equity where job characteristics have a positive relationship with employee understanding. Employee brand understanding has a good impact on the company, employees who understand the company brand will have performance or equity that is in line with their understanding of the company brand where they work. In this study, hospitals can make pandemic conditions a form of threat that bring opportunities that can be taken as business development loopholes in the health sector, such as developing employee brand equity which can be developed through continuous activities so that employees can feel experienced in their work. and they will tend to be more responsible and give their best for their work. Previous studies also support the findings of this study, namely research Altaf & Shahzad (2018) where employee brand understanding has a significant and positive effect on employee brand equity. The existence of employee brand understanding has an effect on employee brand equity which means that employee understanding of brands can increase employee brand equity towards company branding or branding where they work (Xiong *et al.*, 2013; Altaf & Shahzad, 2018; Altaf, Mokhtar, & Ghani, 2019; Altaf *et al.*, 2019).

The fourth finding, the relationship between brand psychological ownership and employee brand equity, this finding has data results that do not support the hypothesis. in this study hospitals can encourage their employees to always give a good image of their hospital, this can be started from each individual who adjusts to the image of their hospital so that customers can judge for themselves through their behavior in providing services as promised by the hospital against them. The findings of the study support job characteristics where core job characteristics (autonomy) affect critical psychological states which in turn affect employee personal outcomes. In line with Mokhtar et al. (2018) also examined the employee brand equity variable. In this study, employee brand equity also had data results that were not supported by other variables in Islamic banking. This relationship is a reflection of social exchange theory in which organizations provide empowerment to employees and in response to demands for higher levels of employee brand equity. The relationship is supported because brand-related empowerment or autonomy gives employees a sense of ownership which directs employees towards a higher level of brand equity (Altaf & Shahzad, 2018). Meanwhile, the results in this study of psychological brand ownership and employee brand equity in different sectors, namely the health sector, prove that the data is not accepted. The results of this study are not in accordance with the research conducted (Altaf & Shahzad, 2018) which states that psychological brand ownership has a positive and significant effect on employee brand equity in this study. It is known that all indicators are accepted in the validity test, but in this study one indicator of brand psychological ownership is not accepted. In addition, in the employee brand equity variable, there are four indicators. which is not accepted. Previous research also supports the research findings (Altaf & Shahzad, 2018) where psychological brand ownership has a significant effect on employee

behavior that reflects brand value (Chiang et al., 2012; Chiang et al., 2013; Chang et al., 2015) according to the results of this study, brand psychological ownership and employee brand understanding mediate the relationship between brand empowerment and employee brand equity.

The fifth finding in this study is that corporate branding has a positive relationship with psychological brand ownership. It was concluded from the analysis that in order to influence corporate branding, a company's employee brand must first help employees identify corporate branding by developing a sense of belonging (brand psychological ownership) to the company. For company managers, this is valuable insight into how employees think, belong, and behave in the workplace, especially in relation to the company's brand. This research leads to the understanding that corporate branding practices affect employees' cognitive awareness of the brand of the company they work for (Ozdemir et al., 2020). The results of this study are in line with previous research, namely research put forward by Hsu-Hsin Chiang et al. (2013) in this study explained that interactive companies can make employees feel ownership of the brand (brand psychological ownership). In addition, this research suggests that the effect of corporate branding on brands is not as strong as the effect of corporate branding on brand psychological ownership.

CONCLUSION

This research has proven all hypotheses that have been built that there is a relationship between Brand Empowerment (BE), Employee Brand Understanding (EBU), Employee Brand Equity (EBE), Brand Psychological Ownership (BPO), and Corporate Branding (CB). The first finding proves that brand empowerment has a positive impact on employee brand understanding. This is because individuals who know brand empowerment where they work will directly understand the brand meaning of the place in this case, namely the hospital. It can be said that employees who know brand empowerment mean having an understanding of the meaning of the brand for the hospital where they work. either will increase employee brand understanding of their environment. In addition, there is a positive relationship between employee brand understanding and employee brand equity where it can be explained that employee brand understanding (EBU) affects their brand equity or it can be called employee brand equity. Brand empowerment (BE) is known to have an influence on the relationship between employee brand ownership (BPO) and their environment, but these findings have unsupported data results, brand empowerment will influence employee brand understanding (EBU) and brand ownership (BPO). towards the brand where they work or in this case, the hospital. Furthermore, in this study, brand psychological ownership (BPO) also has an impact with data results that are also not supported on employee brand equity (EBE). Then, we find something new in the relationship between corporate branding (CB) and brand psychological ownership (BPO) and prove that corporate branding (CB) has a positive and significant effect on brand psychological ownership (BPO). in the health sector is different from previous studies that focused on other sectors. In this study there are limitations or limitations that are expected to be updated and improved by further research. First, this research cannot be generalized as research conducted to represent Indonesia, because the scope of the locations listed is only one hospital, it is hoped that future research can represent this research for all hospitals in Indonesia. Second, this research focuses on only one sector, namely the health sector such as hospitals. So that the results of this study are not confirmed to be the same as the results of other studies if carried out in different industries. Third, this study analyzes and links the relationship between corporate branding (CB) and brand psychological ownership (BPO). It is recommended for further research to develop how corporate branding (CB) has other positive influences through other variables, such as employee empowerment, innovative behavior, and employee attitudinal. Managerial implications in this study can be carried out on hospital employees as a form of improvement in the role of employees towards the hospital. First, it can be seen from the results of employee brand understanding data that has an important role, therefore hospitals need to maintain employee understanding of the brand with an appeal to always provide a positive image. outside and inside the hospital, apart from that it is

necessary to maintain employee brand empowerment towards the hospital and their performance as well as an understanding of realizing services in order to provide a good image to customers, hospitals also need to pay attention to brand psychological ownership of employees by providing training or giving rewards the best for those who are able to carry out their duties professionally and in accordance with the promises given by the hospital to customers also grow their self-confidence and sense of responsibility for their work so that they are able to have a good influence that can increase their equity in carrying out their work, this can show brand-related behavior that better represents brand values.

References

- Altaf, M., Mokhtar, S. S. M., & Ghani, N. H. A. (2017). Employee Critical psychological states as determinants of employee brand equity in banking: A multi-group analysis. *Banks and Bank Systems*, 12(3), 61–73. [https://doi.org/10.21511/bbs.12\(3\).2017.05](https://doi.org/10.21511/bbs.12(3).2017.05)
- Altaf, M., Mokhtar, S. S. M., & Ghani, N. H. A. (2019). Employee brand equity: Mediating role of brand role clarity and employee brand commitment. *Pertanika Journal of Social Sciences and Humanities*, 27(1), 165–175.
- Altaf, M., Mokhtar, S. S. M., Mustafa, F., & Shahzad, A. (2019). Brand empowerment and brand consistent behavior: Mediating role of brand psychological ownership and employee brand understanding. *Pakistan Journal of Psychological Research*, 34(3), 477–496. <https://doi.org/10.33824/PJPR.2019.34.3.26>
- Altaf, M., & Shahzad, A. (2018). “That’s my job” Exploring the effect of brand empowerment towards employee brand equity: The mediating role of employee critical psychological states. *Revista Brasileira de Gestao de Negocios*, 20(4), 599–618. <https://doi.org/10.7819/rbgn.v0i0.3952>
- Batt, V., Holzer, M., Bruhn, M., & Tuzovic, S. (2021). Effects of sponsorship quality and quantity on employee brand behavior. *Journal of Brand Management*, 28(5), 495–509. <https://doi.org/10.1057/s41262-021-00242-w>
- Bishop, P. A., & Herron, R. L. (2015). Use and Misuse of the Likert Item Responses and Other Ordinal Measures. *International Journal of Exercise Science*, 8(3), 297–302.
- Burmann, C., Zeplin, S., & Riley, N. (2009). Key determinants of internal brand management success: An exploratory empirical analysis. *Journal of Brand Management*, 16(4), 264–284. <https://doi.org/10.1057/bm.2008.6>
- Chang, A., Chiang, H. H., & Han, T. S. (2015). Investigating the dual-route effects of corporate branding on brand equity. *Asia Pacific Management Review*, 20(3), 120–129. <https://doi.org/10.1016/j.apmr.2014.10.001>
- Chiang, H. H., Chang, A., & Han, T. S. (2012). A multilevel investigation of relationships among brand-centered HRM, brand psychological ownership, brand citizenship behaviors, and customer satisfaction. *European Journal of Marketing*, 46(5), 626–662. <https://doi.org/10.1108/03090561211212458>
- Collins, C. J., & Clark, K. D. (2003). Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage. *Academy of Management Journal*, 46(6), 740–751. <https://doi.org/10.2307/30040665>
- Dechawatanapaisal, D. (2018). Employee retention: the effects of internal branding and brand attitudes in sales organizations. *Personnel Review*, 47(3), 675–693. <https://doi.org/10.1108/PR-06-2017-0193>
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Hair, J. F., & Brunsveld, N. (2019). Essentials of business research methods. In *Essentials of Business Research Methods*. <https://doi.org/10.4324/9780429203374>
- Hsu-Hsin Chiang, Aihwa Chang, Tzu-Shian Han, D. M. (2013). *Corporate branding, brand psychological ownership and brand citizenship behaviour: multilevel analysis and managerial implications* (pp. 55–80).
- Kaufmann, H. R., Vrontis, D., Czinkota, M., & Hadiono, A. (2012). Corporate branding and transformational leadership in turbulent times. *Journal of Product and Brand Management*, 21(3), 192–204. <https://doi.org/10.1108/10610421211228810>
- King, C., & Grace, D. (2012). Examining the antecedents of positive employee brand-related attitudes and behaviours. *European Journal of Marketing*, 46(3–4), 469–488. <https://doi.org/10.1108/03090561211202567>
- King, C., Grace, D., & Funk, D. C. (2012). Employee brand equity: Scale development and validation. *Journal of Brand Management*, 19(4), 268–288. <https://doi.org/10.1057/bm.2011.44>

- Lee, Y. K., Nam, J. H., Park, D. H., & Lee, K. A. (2006). What factors influence customer-oriented prosocial behavior of customer-contact employees? *Journal of Services Marketing*, 20(4), 251–264. <https://doi.org/10.1108/08876040610674599>
- Lytle, R. S., Hom, P. W., & Mokwa, M. P. (2015). Lytle, Hom, Mokwa, SERV*OR A managerial measure of organizational service-orientation.pdf. *Journal of Retailing*, 74(602).
- Mokhtar, S. S. M., Altaf, M., & Ghani, N. H. A. (2018). Employee brand equity and brand empowerment in Islamic banking: Mediating role of brand psychological ownership. *Academy of Accounting and Financial Studies Journal*, 22(Specialissue).
- Morhart, F. M., Herzog, W., & Tomczak, T. (2009). Brand-specific leadership: Turning employees into brand champions. *Journal of Marketing*, 73(5), 122–142. <https://doi.org/10.1509/jmkg.73.5.122>
- Ozdemir, S., Gupta, S., Foroudi, P., Wright, L. T., & Eng, T. Y. (2020). Corporate branding and value creation for initiating and managing relationships in B2B markets. *Qualitative Market Research*, 23(4), 627–661. <https://doi.org/10.1108/QMR-12-2017-0168>
- Piehler, R. (2018). Employees' brand understanding, brand commitment, and brand citizenship behaviour: A closer look at the relationships among construct dimensions. *Journal of Brand Management*, 25(3), 217–234. <https://doi.org/10.1057/s41262-018-0099-z>
- Purnama, D. T., Juliansyah, V., & Chainar. (2020). Covid-19 Pandemic , Social Changes and Its Consequences in Society. *Jurnal Ilmu Sosial Dan Humaniora*, 25(1), 1–13.
- Quarantino, L., & Mazzei, A. (2018). Managerial strategies to promote employee brand consistent behavior: The new frontier for brand building strategies. *EuroMed Journal of Business*, 13(2), 185–200. <https://doi.org/10.1108/EMJB-02-2017-0008>
- Rico Piehler Ceridwyn King Christoph Burmann Lina Xiong. (2016). The importance of employee brand understanding, brand identification, and brand commitment in realizing brand citizenship behaviour. *The Electronic Library*, 50(9/10), 1–43.
- Santos-Vijande, M. L., del Río-Lanza, A. B., Suárez-Álvarez, L., & Díaz-Martín, A. M. (2013). The brand management system and service firm competitiveness. *Journal of Business Research*, 66(2), 148–157. <https://doi.org/10.1016/j.jbusres.2012.07.007>
- Wu, W., Jia, F., & Enders, C. (2015). A Comparison of Imputation Strategies for Ordinal Missing Data on Likert Scale Variables. *Multivariate Behavioral Research*, 50(5), 484–503. <https://doi.org/10.1080/00273171.2015.1022644>
- Xiong, L., King, C., & Piehler, R. (2013). “That’s not my job”: Exploring the employee perspective in the development of brand ambassadors. *International Journal of Hospitality Management*, 35, 348–359. <https://doi.org/10.1016/j.ijhm.2013.07.009>