THE EFFECT OF BRAND KNOWLEDGE DISSEMINATION ON EMPLOYEES' ATTITUDES AND BRAND CITIZENSHIP BEHAVIOUR

AN EXPLORATION OF THE EXTENT TO WHICH BRAND PROMISE COMMUNICATION, DIFFERENT SORTS OF KNOWLEDGE DISSEMINATION STRATEGIES, AND A CONSISTENT CORPORATE IDENTITY INFLUENCES THE ATTITUDES AND BRAND CITIZENSHIP BEHAVIOUR OF EMPLOYEES.

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The effect of brand knowledge dissemination on employees' attitudes and brand citizenship behaviour.

An exploration of the extent to which brand promise communication, different sorts of knowledge dissemination strategies, and corporate identity communication influences the attitudes and brand citizenship behaviour of employees.

Master Thesis

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Abstract

Background: Looking at available brands, customers have more choice than they have ever had before. The growing competition among products makes uniqueness, and hence brand identity increasingly crucial. As an organisation communicates its identity to the outside world it delivers a brand promise and shapes consumer's expectations of the brand. Ensuring appropriate employee behaviour and attitudes is important for organisations as employees deliver the brand promise (in)directly to consumers. However, employees do not always communicate the brand promise as intended as employees their attitudes and behaviour are hard to control. Internal branding influences the attitudes and behaviour of employees by disseminating meaningful and relevant brand information (Foster, Punjaisri & Cheng, 2010). Moreover, these attitudinal and behavioural changes ensure employees disseminate the brand promise as intended towards consumers (Punjaisri & Wilson, 2007). Consequently, brand knowledge dissemination towards employees is crucial for an effective internal branding. However, little research has been done towards the effect of brand knowledge exchange on the behaviour and attitudes of employees.

Aim: The aim of this study is threefold; aiming to understand (1) the extent to which brand promise communication (knowledge dissemination and information generation), (2) different sorts of knowledge dissemination strategies (codification and personalization) and (3) corporate identity communication (philosophy and values dissemination and mission dissemination) influence the affective commitment, loyalty and brand citizenship behaviour of employees.

Methods: Employees were asked to fill in an online questionnaire which was placed at the intranet of a healthcare organisation (N=218).

Findings: The results of this study showed that bottom-up communication (information generation) of the brand promise is less effective in influencing the attitudes and behaviour of employees than top-down communication of the brand promise (knowledge dissemination. As an example, knowledge dissemination of the brand promise positively influenced the affective commitment, loyalty and brand citizenship behaviour of employees, whereas information generation of the brand promise only positively influenced the affective commitment of employees. Moreover, the results indicated that the knowledge dissemination strategy codification did not influence the affective commitment, loyalty and brand citizenship behaviour of employees. At last, it was found that the philosophy and values dissemination influenced the affective commitment, loyalty and brand citizenship behaviour of employees, whereas mission dissemination did not.

Conclusion: Organisations should disseminate (a) knowledge of the brand promise and (b) knowledge of the philosophy and values of the organisation towards employees to enhance their affective commitment, loyalty and brand citizenship behaviour. Moreover, gathering feedback about the brand promise communication of the organisation (information generation) stimulates the affective commitment of employees. As a result, practitioners should consider implementing effective knowledge management systems, communicate the distinctiveness and uniqueness of the identity regularly towards employees and collect feedback in a meaningful manner through credible sources.

Keywords: Internal branding, Knowledge dissemination, Brand attitudes, Brand citizenship behaviour.

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1.1 Introduction

Looking at available brands, customers have more choice than they have ever had before. The growing competition among products makes brand identity increasingly crucial (Da Silveira et al., 2013). For example, Ghodeswar (2008) describes that a brand identity can create a competitive advantage by making the company's brand unique from other brands. By origin, branding literature considers brand identity as how an organisation describes and differentiates itself (Aaker, 1996). To be effective a brand identity needs to match the needs of customers, differentiate, and represent the organisation (Aaker & Joachimsthaler, 2000; Chernatony & McDonald, 1998). Furthermore, a brand identity should be created by an organisation through comprehension of potential consumers, competitors, and the organisational context (Ghodeswar, 2008). As an organisation communicates its identity to the outside world it delivers a brand promise and shapes consumer's expectations of the brand. Knapp and Hart (2000) describe, as cited by Ghodeswar (2008, p5), brand promise as "the benefits (both functional and emotional) that customers can expect to receive from experiencing a brand's product/services". Punjaisri, Wilson and Evanschitzky (2009) state that organisations should live up to their brand promise as it creates a sense of trust, which reduces consumers perceived risks when buying products or services.

Ensuring appropriate attitudes and behaviour of employees is important for organisations as employees deliver the brand promise (in)directly to consumers. As an example, Löhndorf and Diamantopoulus (2014) describe that employees can influence the brand identification attempts from within the company by affecting co-workers (George, 1990), as frontline service employees and organizational ambassadors to relatives (Gilly & Wolfinbarger, 1998). However, employees do not always communicate the brand promise as intended as employees their attitudes and behaviour are hard to control. Scholars describe that internal branding can be used as a tool to ensure consistent employee attitudes (i.e. Burmann & Zeplin, 2005) and behaviour (i.e. Drake, Gulman & Roberts, 2005). Internal branding influences the attitudes and behaviour of employees by disseminating meaningful and relevant brand information (Foster, Punjaisri & Cheng, 2010). Moreover, these attitudinal and behavioural changes ensure employees communicate the brand promise as intended towards consumers (Punjaisri & Wilson, 2007). Hence, the dissemination of brand knowledge within the internal branding process is crucial. As an example, Miles and Mangold (2004) describe that without brand related information employees are not able to disseminate the brand identity of an organisation towards the customers. Furthermore, King and Grace (2007, p. 360), described that in the absence of brand knowledge "employees may be directionless, struggling with knowing when, how and to whom to direct their energies".

There are different views in the literature about what is important within knowledge dissemination. There are those who believe that the dissemination of the organisational identity is important within organisations (De Chernatony & Segal-Horn, 2001). And there are those who state that brand promise communication is crucial for establishing appropriate employee attitudes and behaviour (King and Grace, 2010, p7). Although studies towards knowledge dissemination have been conducted by several authors, the effect of knowledge dissemination on the behaviour and attitudes of employees is still insufficiently explored (Van der Bij, Song & Weggeman, 2003). Furthermore, factors which influence knowledge dissemination within internal branding are often not empirically studied (Coombs & Hull, 1997). As an example, King and Grace (2009) describe that most research studying brand knowledge neglects the employee perspective. Moreover, several researchers (i.e. Michael Polanyi, 1966) describe the contrast between tacit and explicit knowledge. Yet, to the knowledge of the researcher, no other authors have studied the effect of knowledge dissemination strategies, which stimulate the dissemination of tacit and explicit knowledge, on the attitudes and behaviour of employees (Rhodes, Hung & Ya-Hui Lien, 2008). Furthermore, King et al. (2012) state that research studying the effect of brand promise communication on the attitudes of employees is scarce. Consequently, this research addresses this gap by studying the extent to which brand promise communication, corporate identity communication and different sorts of knowledge dissemination strategies influence the attitudes and brand citizenship behaviour of employees.

2. Theoretical framework

At first, a literature review of the studied variables is described. Moreover, it is explained how the variables possibly relate to each other. Based on the literature review the hypotheses are formulated (2.7).

2.1 Internal branding

"Internal branding is the set of strategic processes that align and empower employees to deliver the appropriate customer experience in a consistent fashion (Dryl, 2017, p. 58)". Consequently, the goal of internal branding is optimizing consumers' brand experiences. Forster et al. (2010) describes that internal branding focuses at employees as they create brand reality for consumers when delivering the brand promise. Furthermore, internal branding aims to transfer the brand promise towards employees by providing meaningful and relevant information (Punjaisri & Wilson, 2007). As an example, internal branding (1) communicates the brand towards employees, (2) persuades employees of the importance of internal branding; and (3) ensures a complete understanding of the brand essence in relation towards job roles and expectations (Bergstrom et al., 2002). By providing information of the brand employees are better able to live up to the brand promise.

There is a wide variety of internal branding techniques and tools which can be used to disseminate information towards employees. These include, but are not limited to, internal communications, training, leadership practices, reward and recognition and recruitment practices (MacLaverty, McQuillan & Oddie, 2007). Moreover, researchers state that internal branding techniques and tools should be used in conjunction as they reinforce each other. For example, Punjaisri et al. (2009) state that internal branding should both use internal communications (marketing) and recruitment practices (HR) to facilitate employees' brand understanding. Moreover, Halbesleben and Buckley (2004) describe that hiring employees whose values match the organisations values supports internal communications efforts. The effects of internal branding are usually studied through employees' behavioural and attitudinal changes (de Chernatony & Segal-Horn, 2001).

2.2 Brand citizenship behaviour

King (2010) describes that brand citizenship behaviour is employee behaviour which is outside employee's job description but matches organisational values. In addition, Riley (2009, p. 266) describe that *brand citizenship behaviour* "constitutes the intention of each employee to voluntarily exhibit certain generic (brand- and sector independent) behavioural characteristics outside of the formally defined role expectation system, which strengthen the identity of the brand". Deluga (1994) describes that firms cannot forecast all possible appropriate behaviours which are needed to ensure an effective brand promise delivery towards consumers. Consequently, brand citizenship behaviour is crucial for organisations as it aligns employee behaviour with the identity of the brand. Research found that internal branding efforts influence the brand citizenship behaviour of employees (Asha & Jyothi, 2013). As an example, research of Burmann, Zeplin and Riley (2009) suggests that internal branding practices which influence the internal communication of the brand identity positively influence organisational citizenship behaviours. Moreover, brand citizenship behaviour has a positive influence on customer' loyalty (Punjaisri & Wilson, 2007) and turnover intentions (Coyne & Ong, 2007). One should always keep in mind that these lists are not exhaustive and only includes some of the most frequently mentioned antecedents and consequences of brand citizenship behaviour in internal branding literature.

2.3 Brand attitudes

The term attitude is usually defined as "a person's overall evaluation of persons (including oneself), objects, and issues" (Petty et al., 2010, p. 1). Hence, an attitude can be positive or negative. Attitude change occurs when one's attitude shifts from one value to another. Several scholars state the influence of internal branding on the attitudes of employees. These attitudes are primarily commitment (Burmann & Zeplin, 2005), identification (Meyer et al., 2002) and loyalty (Papasolomou & Vrontis, 2006) to the brand. A part of internal branding literature considers identification and commitment to be distinct constructs, whereas another part considers identification to be part of commitment. The first part of literature describes brand identification usually in an affective dimension. For example, Burgmann et al. (2009) describe identification as the degree to which the employee considers him or herself to be part of the brand or firm (Burgmann et al., 2009). Furthermore, Punjaisri and Wilson (2009, pp. 567) describe brand identification as "an employee's sense of belonging to the brand and a perception of being intertwined with the brand's fate and success". Moreover, this part of the literature describes commitment in a continuity dimension. For example, Porter et al. (1974) described commitment as the ambition to stay at an organisation. Besides, Hrebiniak and Allutto (1973) state that commitment is the wish to stay at an organisation even if alternatives are present.

The second, and largest part, of literature (e.g. Dunham, Grube & Castaneda, 1994; Mc Gee & Ford, 1987 and Reilly & Orsak, 1991; Karim & Noor, 2017) provides empirical evidence that commitment consists out of three distinct components, namely affective, continuance and normative commitment. In addition, these studies describe identification to be part of affective commitment (Allen & Meyer, 1990). Karim and Noor (2017) describe that a*ffective commitment* is based on a person's emotional connection and identification with a firm. Furthermore, Allen and Meyer (1990) state affective commitment to be based on liking and identification. The second component of commitment is based on reliance and changing expense, termed *continuance commitment (*Karim & Noor, 2017). Continuance commitment is based on the financial costs or benefits of leaving an organisation (Karim & Noor, 2017). Measurement of continuance commitment is problematic. As an example, several researchers (Meyer et al., 2002; Ko et al., 1997; Wasti, 2002) state validity issues of the continuance commitment scale (CCS). Additionally, Ko et al. (1997) describe reliability issues of the CSS. Besides, Allen and Meyer (1990) describe that there is no equivalent of the CSS which is empirically tested. The last and third component, *Normative commitment,* is based on an employee's personal norms and values (Karim & Noor, 2017). Scholl (1981) adds that normative commitment is about an employees' feeling to be responsible to reciprocate. Although commitment is in the largest part of the literature to be considered a three-dimensional construct studies do not always support this view. As an example, some studies describe affective and normative commitment to be different constructs (Allen & Meyer, 1990; Meyer et al., 2002) and others not (Jaros, 1997; Ko et al., 1997; Chang et al., 2007; Bergman, 2006). Furthermore, studies who describe normative and affective commitment to be similar constructs state that using both normative commitment and affective commitment items in a study will result in little additional explanatory power (Jaros, 2007). However, Jaros (2007) describes that discriminant validity of the normative commitment and affective commitment items can be increased by rewriting one of the scales.

Researchers describe loyalty to be distinct from commitment (i.e. Niehoff et al., 2001; Mowday et al., 1982). These studies describe the difference between commitment and loyalty by stating that commitment is associated with a strong emotional connection with the organisation's values, whereas loyalty is not. As an example, a person can be loyal to an organisation without internalisation the values. Most research describes loyalty passive in terms of cognition – an attitude – or active in terms of behaviour (Whitney & Cooper, 1992). Farrell et all. (1988) describe loyalty is a passive way by defining it as being patient. Additionally, Punjaisri and Wilson (2009, p. 567) describes loyalty rather passive namely "an employee's willingness to remain with the present brand". Furthermore, Whitney and Cooper (1992) describe loyalty passive in terms of cognition – an attitude - or active in terms of behaviour. Hart et al. (2007) states that there is no consensus in the literature whether employee

loyalty is active or passive. The present study will define loyalty passively as loyalty is studied as an attitude.

In sum, researchers describe commitment to consists out of three distinct components, namely affective, continuance and normative commitment. Moreover, most studies consider identification to be a part of (affective) commitment. At last, loyalty is shown to be distinct from commitment. Continuance commitment is not included within this paper as measurement is problematic. Hence, this paper studied the attitudes of employees through affective commitment, normative commitment and loyalty.

2.4 Brand promise communication

Piehler et al. (2015, p. 56) describes that employees' their perceptions of their brand roles, brand expectations and ability to deliver the brand promise is crucial for organisational success. Hence, brand promise communication is crucial as it enables employees to live up to the brand expectancy of consumers. As an example, King and Grace (2010, p. 7) describe brand promise communication as "communication of information with respect to the service offering, customer needs and wants, product and service benefits and characteristics as well as the corporate aims and objectives which all contribute to the clarification of employees' roles within their work environment". Brand promise communication is measured through (a) knowledge dissemination and (b) information generation of the brand promise (King & Grace, 2010).

Knowledge dissemination
King and Grace (2010, p. 8) describe knowledge dissemination as "the extent to which an employee perceives brand knowledge is transferred from the organisation to the employee in a meaningful and relevant manner". Effective brand knowledge exchange within the internal branding process is crucial to inform employees about their roles and responsibilities, achieve a cohesive brand identity and consistent brand behaviour (King et al., 2009; Gapp & Merrilees, 2006; Murray & Peyrefitte, 2007). Additionally, King and Grace (2010) describe, in order to facilitate employees in delivering the brand promise, it is crucial for organizations to deliver information that shows a linkage between the brand identity and the roles and responsibilities of employees. Likewise, Machtiger (2004) states that an organization must make sure employees understand what the brand stands for to assume the brand strategy to work externally. Thus, knowledge dissemination is essential for employees to make the brand identity understandable (Ling & Greenly, 2005). Moreover, internal communication of the brand promise makes employees comprehend the brand (Punjaisri et al., 2009), which results in coherent behaviour (Punjaisri & Wilson, 2011). Furthermore, internal communications improve employees their engagement with the brand (Karatepe 2013; Thomson et al., 1999), which results in brand citizenship behaviour (Glavas & Piderit, 2009). The following hypothesis is formulated:

> H1: *There is a positive relationship between brand knowledge dissemination and brand citizenship behaviour of employees.*

Knowledge dissemination takes place through communication (Van den Hoof et al., 2004). Moreover, the literature is quite conclusive about internal communications being an antecedent of commitment (Meyer & Allen, 1997; Postmes et al., 2001; Tanis & Postmes, 2001). As an example, several scholars describe the influence of internal communication on commitment (Asif & Sargeant, 2000) and loyalty (Asif & Sargeant, 2000; Punjaisri et al., 2009). Moreover, Butts et al. (2006) describe that management communication positively influences commitment. Additionally, studies state that the amount of information people receive concerning their work influences their commitment (Van den Hooff et al., 2004). Furthermore, studies towards ICT (Van den Hooff et al., 2004), vertical and horizontal communication channels (Putnam & Cheney, 1985), and two-way communication (Dernovsek, 2008; Grunig et al., 2002; Blessing & White, 2008) describe that effective brand

knowledge distribution positively influences the attitudes of employees. The following hypotheses are formulated:

> H2a: *There is a positive relationship between brand knowledge dissemination and the affective commitment of employees.*
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> H2b: *There is a positive relationship between brand knowledge dissemination and normative commitment of employees.*
>
> H2c: *There is a positive relationship between brand knowledge dissemination and the loyalty of employees.*

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Information generation

King and Grace (2010, p. 7) describe information generation as "the extent to which an employee perceives the organisation generates information via employee feedback (informal & formal)". Furthermore, information generation enables an organization to establish internal programs, which employees perceive meaningful and important while taking their roles and responsibilities into account (King & Grace, 2010). Feedback serves as an information source about the effectiveness of one's work behaviour and is essential for an individual and organizational performance (Kinicki et al., 2004). Additionally, feedback enables the organization to respond towards the needs of the internal organization, which can result in a more effective internal branding. As an example, employee feedback can result in the organization discovering flaws in the organizational climate, employees their competences, or misunderstandings. Creating feedback can be done through informal, such as the organisational grapevine (Argenti, 1998), or formal channels, such as internal market research (Lings, 2004). Moreover, organizations are better able to structure, control, and provide brand information due to a more effective knowledge dissemination (King & Grace, 2010). Punjaisri and Wilson (2007) describe that a more effective brand knowledge dissemination towards employees will result in increased brand citizenship behaviour. The following hypothesis is formulated:

> H3: *There is a positive relationship between information generation and brand citizenship behaviour of employees.*

Research towards the effects of feedback on the attitudes of employees is abundant. For example, Norris-Watts and Levy (2004) describe feedback tends to induce affective commitment. Additionally, feedback tends to reduce uncertainty and ambiguity, which in turn increases commitment among employees (Valle et al., 2003). Several researchers also state the influence of feedback on attitudes of employees via influenced satisfaction levels of employees. As an example, studies found a link between organizational commitment (Mahmoud, 2008) and loyalty (Matzler et al., 2006). Moreover, Atwater et al. (2006) provides empirical evidence that feedback of employees positively influences attitudes of employees by improved leadership. Thus, the following hypothesis can be formulated. The following hypotheses are formulated:

> H4a: *There is a positive relationship between information generation and affective commitment of employees.*
>
> H4b: *There is a positive relationship between information generation and the normative commitment of employees.*
>
> H4c: *There is a positive relationship between information generation and the loyalty of employees.*

2.5 Knowledge dissemination strategies

Knowledge dissemination influences the behaviour and attitudes of employees, as explained in section 2.4. Moreover, researchers describe that brand knowledge is explicit and tacit of nature (Polyani, 1962). Hence, it is important to not only to study brand knowledge in general but also in more detail. Explicit knowledge "is technical or academic data or information that is described formal language, like manuals, mathematical expressions, copyright and patents" (Smith, 2001). Furthermore, explicit knowledge can be codified in a tangible form, easily shared and retrieved (Jasimuddin et al., 2005). Tacit knowledge is, as cited by Scheepers et al. (2004, p. 203) "personal and deeply rooted in an individual's actions, skills, and experience as well as their ideals, values, and emotions''. As tacit knowledge is personal it is harder to formalize, and thus more difficult to share (Sternberg, 1997). Additionally, tacit knowledge is commonly shared through informal social networks and is harder to manage than explicit knowledge (Scheepers et al., 2004). Simonin (1999) states that the more tacit knowledge is the more difficult it is to transfer.

Codification

Several authors study the effect of explicit knowledge transfer by studying codification (i.e. Hansen et al., 1999). *Codification* is defined as "a knowledge strategy which is concerned with capturing and storing knowledge in explicit forms so that it can be readily transferred and used by others within the organization" (Venkitachalam et al., 2003, p. 1235). A codification strategy is based on knowledge sharing via technology, like intranets and databases. Placed along the continuum of Lengel and Daft (1986) a codification strategy can be rated lean. Not surprisingly Rhodes et al. (2015) describe that a codification strategy is more suitable for transferring explicit knowledge. Smith (2001) describes that consultancy organizations use the codification strategy to manage explicit knowledge. Rhodes, Hung and Ya-Hui Lien (2008) describe that an effective use of the codification positively influences the transfer of knowledge towards employees directly. Although the literature (i.e. Rhodes, Hung & Ya-Hui Lien, 2008) provides strong empirical evidence to support that knowledge dissemination influences the attitudes and behaviour of employees, no research is done towards the effect of a codification and personalization strategy on the attitudes and behaviour of employees (Asif & Sargeant, 2000; Punjaisri & Wilson, 2011). However, it seems likely that codification has an influence on the attitudes and behaviour of employees as it optimizes the dissemination of explicit knowledge.

Personalization

Several authors study the effect of tacit knowledge transfer by studying personalization (i.e. Hansen et al., 1999). A *personalization* strategy stimulates the knowledge sharing of tacit knowledge from person to person (Hansen et al. 1999). Moreover, Brown and Duguid (2000) describe that personalization strategy is based on knowledge sharing via social interactions (Brown & Duguid, 2000). Placed along the continuum of Lengel and Daft (1986) a personalization strategy can be rated rather rich. Not surprisingly Rhodes et al. (2015) describe that a personalization strategy is more suitable for transferring tacit knowledge. Smith (2001) describes that consultancy organizations the personalization strategy to manage tacit knowledge. Rhodes, Hung and Ya-Hui Lien (2008) describe that an effective use of the personalization strategy positively influences the transfer of knowledge towards employees directly. Although the literature (i.e. Rhodes, Hung & Ya-Hui Lien, 2008) provides strong empirical evidence to support that knowledge dissemination influences the attitudes and behaviour of employees, no research is done towards the effect of a personalization strategy on the attitudes and behaviour of employees (Asif & Sargeant, 2000; Punjaisri & Wilson, 2011). However, it seems likely that personalization has an influence on the attitudes and behaviour of employees as it optimizes the dissemination of tacit knowledge.

The following hypotheses are formulated:

H5: *There is a positive relationship between codification and brand citizenship behaviour of employees.*

H6a: *There is a positive relationship between codification and affective commitment of employees.*

H6b: *There is a positive relationship between codification and normative commitment of employees.*

H6c: *There is a positive relationship between codification and loyalty of employees.*

H7: *There is a positive relationship between personalization and brand citizenship behaviour of employees.*

H8a: *There is a positive relationship between personalization and affective commitment of employees.*

H8b: *There is a positive relationship between personalization and normative commitment of employees.*

2.6

Corporate identity communication

Corporate identity, i.e. brand identity, is the "articulation of what an organization is, what it stands for, what it does and the way it goes about its business especially the way it relates to its stakeholders and the environment" (Balmer, 2008, p.899). Additionally, Van Riel and Balmer (1997, p 355) describe corporate identity as "an organisation's ethos, aims and values and presents a sense of individuality that can help to differentiate the organization within its competitive environment". Simoes et al. (2005) describe that in the literature three views exist of how organisations manage their identity: (1) the visual identity, (2) the communications; and (3) philosophy, mission, and values dissemination. The *visual identity* perspective is concerned with managing the corporate symbols, which disseminate the visual aspect of corporate identity to internal and external stakeholders (Van Riel & Balmer, 1997). Moreover, the symbols (i.e. name, logo) should represent the organisational culture and values (Melewar & Saunders, 2000; Berry, 2000). *Communications* are according to Foroudi et al. (2018, p. 10) the sum "of messages from both official and informal sources, through a variety of media, by which a company conveys its identity to its multiple audiences or stakeholders". Communications mainly take place through the marketing (e.g. advertisement, sponsoring, PR) and corporate communication (e.g. internal publications, annual report) of an organization (Balmer & Gray, 2003; Allessandri, 2001). Several researchers (e.g. Otubanjo & Melewar, 2007; Melewar et al., 2005; Melewar & Karaosmanoglu, 2006), as cited by Foroudi et al. (2018), describe that an organization's philosophy, mission and values are distributed towards employees via the communications of an organisation. The corporate identity communicates an organisation's *philosophy, mission, and values* (i.e. Simoes et al., 2005; Aaker & Joachimsthaler, 2000). The philosophy consists out of the core values of an organization (Abratt, 1989) and is formed by the management to guide an organization's daily activities. The values of an organization shape the beliefs and moral standards within an organization (Balmer, 1995). An organization's mission describes what the merits of an organization are and what goals the company wants to reach (Melewar, 2003).

Simoes et al. (2005) state that it is important to measure (1) the visual identity, (2) the communications and (3) the philosophy, mission, and values dissemination within organisations as it provides an image whether the corporate identity is consistently disseminated throughout the entire organisation. Moreover, Simoes et al. (2005) developed the CIM scale which took all three views of how identity can be managed into consideration. Several researchers (i.e. Hoogervorst et al., 2004; Simoes et al.,

2005) describe that consistent organisational communication positively influences the behaviour of employees. Furthermore, Miles and Mangold (2005) underline the importance of consistent communication on behaviour by stating that employees who receive consistent brand messages will understand and communicate the brand promise more often. In addition, a consistent brand identity which is implemented throughout the entire organisation will distribute the values of the organisation towards employees more effectively (Foroudi et al., 2018), which will result in brand citizenship behaviour when these values are internalized (Özçelik et al., 2014). The following hypothesis are formulated:

> H9: *There is a positive relationship between corporate identity communication and brand citizenship behaviour of employees.*

A strong corporate identity influences the attitudes of employees (Van Riel & Balmer, 1997). Moreover, an effective internal communication campaign can result in increased affective commitment towards a brand (Thomson et al., 1999). As an example, Cheney (1983) describes that internal communication of identity aspects can influence affective commitment through communicating unique values, goals, and achievements. Additionally, Simoes et al. (2005) found a link between identity congruency (consistency between perceptual and expected identity) and commitment. Amos and Weathington (2008) add that consistent communicated organizational values can increase commitment when they match employees' values. Moreover, several researchers (Miles & Mangold, 2005; Ashforth & Mael, 1989) add that inconsistent brand messages will negatively influence employee's turnover, productivity, loyalty and affective commitment. Besides, researchers agree that the way a brand identity is internally communicated influences the internalization of a brand (Simoes et al., 2005; Dowling, 1993), which in turn influences loyalty and commitment of employees (O'Reilly & Chatman, 1986; Ashfort & Mael, 1989). The following hypotheses are formulated:

> H10a: *There is a positive relationship between corporate identity communication and the affective commitment of employees.*
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> H10b: *There is a positive relationship between corporate identity communication and the normative commitment of employees.*
>
> H10c: *There is a positive relationship between corporate identity communication and the loyalty of employees.*

2.7 Conceptual framework and hypotheses

In this section an overview of the conceptual framework is defined. The variables studied and the hypotheses are included within the conceptual framework, which can be found in Figure 1.

Figure 1: *conceptual framework*
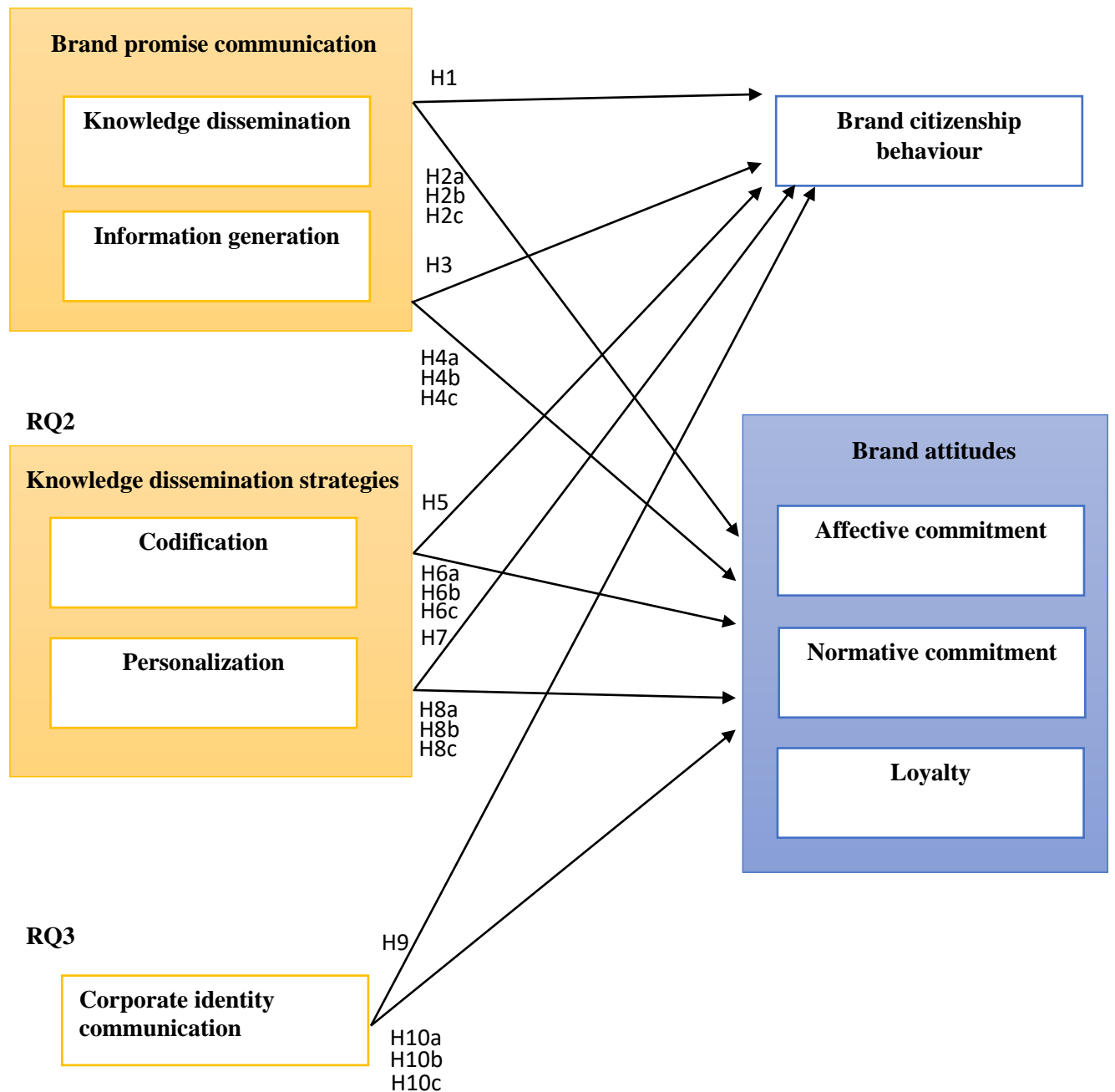
3. Methodology

In this chapter the research method will be defined. First, in section 3.1 the population and sample size will be defined. Second, in section 3.2 the research procedure is defined. Third, in section 3.3 there will be defined how the measurement is constructed. Fourth, in section 3.4 the development of the scales is defined. At last, in section 3.5 an intermezzo is included.

3.1 Population and sample size

The sample was collected from a large healthcare organisation in The Netherlands. A healthcare organization was selected for the main reason that the effects of internal branding on the employees are visible within a healthcare organisation. Moreover, the organisation was studied as it already implemented internal branding practices. As an example, the organisation actively disseminates brand related information through their intranet and website. The study contained two inclusion criteria. First, the respondents had to have a work experience of half a year. This segregation was needed to ensure employees had enough knowledge about the organisation to answer the online questionnaire. Second, the minimum age to participate in the study was 18.

The data of the study is collected from 11 March 2019 till 25 March 2019. Initially, 218 surveys were collected. The data of 53 respondents was not being used, because of incomplete answers. Additionally, 10 respondents were excluded from the study because they worked less than half a year at the organisation. At last, the data of 5 respondents was removed as they produced extreme outliers. In section 4.1 is further explained why these outliers are removed. The mean age of the respondents was 45.15 years with a standard deviation of 12.4 ranging from 22 to 65. The largest share of the respondents (60.2%) worked more than three days. Moreover, 18% of the employees worked between one and three years at the organisation, whereas 82% worked more than three years at the organisation.

3.2 Research procedure

All employees were asked to fill in an online questionnaire which was placed at the intranet of the organisation. Hence, every employee had the same opportunity to participate in research as the online questionnaire was freely accessible. An online cross-sectional survey was used to obtain the data needed to study the construct within the study. This type of data collection is chosen as it provides a good image of the existence and strength of relationships at a certain timeframe (Pinsonneault & Kraemer, 1993). At first, participants were shown an introduction text containing information about the reasons and importance why the project was launched. The text emphasised the confidentiality of the study. At second, several demographical questions were asked. At third, the constructs of the study were measured by asking several items per construct. At the end of the questionnaire participants were thanked for their cooperation. Moreover, employees were informed at the end of the questionnaire that additional questions could be addressed to the researcher's personal e-mail address mentioned. All participants were asked to respond to the same set of items measuring the study's constructs. Additionally, the questionnaires were anonymously completed, and data confidentiality assured. The questionnaire is enclosed in the appendix.

3.3 Measurements

In this section, the measurements of the constructs are discribed. Moreover, for each scale is described whether a validated scale is used or a new scale is developed. The study contained 9 constructs: knowledge dissemination, information generation, codification, personalization, consistent corporate identity, affective commitment, normative commitment, loyalty and brand citizenship.

This study used a Likert scale as it is one of the most frequently used and validated psychometric techniques in Social Sciences (Joshi et al., 2015). Moreover, it can be used to study the attitudes of employees (Croasmun & Ostrom, 2011). In the literature there is discussion whether a Likert scale should consist out of three, five, or seven points (Croasmun & Ostrom, 2011). Some scales adopted in

this study were previously tested and validated with a 5-point Likert scale and some with a 7-point Likert scale. This study made use of a 5-points Likert-scale (1 = strongly disagree; 5 = strongly agree) for all questions, as most scales were tested and validated with a 5-points Likert scale. Furthermore, a single type of scale was used to obtain consistency among the scales. All the items can be found in Appendix A.

Affective commitment
The measurement items for affective commitment are based on a previously used scale in the service context of Punjaisri et al. (2009). The scale consists out of four items, measuring the identification of employees with the organisation. One of the items in the scale was: " My sense of pride towards the hotel brand is reinforced by the brand-related messages".

Normative commitment
A previously used scale in the service context by Meyer and Allen (1997) was used to measure the normative commitment of employees. The original scale of Meyer and Allen (1997) contains 8 items. However, 4 items were removed after the pre-test discovered several normative commitment items contained a social desirability bias. Moreover, the results of the pre-test revealed the removed normative commitment items to be too personal for respondents. The items were removed before data collection. The removed items are:
- Jumping from organization to organization does not seem at all unethical to me.
- One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.
- If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.
- I was taught to believe in the value of remaining loyal to one organization.

Several items of the scale were changed to fit better within the context of the study. The item "I do not think that to be a 'company man' or 'company woman' is sensible anymore" was changed to "I understand people who often change from company". Moreover, "things were better in the days when people stayed in one organization for most of their careers" was changed to "I think that you can work your entire life for one organisation".

Loyalty
To measure the brand loyalty within a company a previously used scale in the service context by Homburg and Stock's (2000) was used to measure the loyalty employees. Several items of the scale were changed to fit better within the context of the study. The item "I speak positively about my company when talking to customers" was changed to "When I talk about X it is almost always positive.". Moreover, the item "I speak positively about my company when talking to friends and relatives" was changed to "I would recommend X as an employer to my friends".

Brand citizenship behaviour
To measure brand citizenship behaviour a previously used scale (King, Grace and Funk, 2012) in the service context was used. The scale consisted out of 4 items. One of the items in the scale was: "I show extra initiative if necessary, to ensure my behaviour matches the behaviour X expects of me ".

Knowledge dissemination
The present study took the conceptualisation of Bergstrom et al. (2010) into account when considering a scale to measure knowledge dissemination. The conceptualisation of Bergstrom et al. (2002) states that internal branding practices, like knowledge dissemination, have to (1) communicate the brand towards employees, (2) persuade employees of the importance of internal branding; and (3) ensure a complete understanding of the brand essence in relation towards job roles and expectations. A previously validated scale (King et al., 2010) in the service context was obtained to measure knowledge dissemination. This scale consists out of 7 items. However, only four items are adopted.

Three items were not adapted as the researcher did not perceive these items to fit within the conceptualisation of Bergstrom et al. (2002). These items are: "My manager regularly meets with all of his/her employees to report about issues relating to the whole organisation", "My manager regularly reports back to us about issues affecting our work environment" and "skill and knowledge development of employees happens as an ongoing process in the organisation I work for". Together the four adopted items examined two aspects mentioned in the conceptualization of Bergstrom et al. (2010). The first aspect, the communication of the brand towards employees is measured through the adopted item: "The organisation I work for communicates its brand promise well to its employees". The second aspect, the persuasion of the importance of internal branding is measured through the adopted item: "I know how important the roll of employees is in disseminating the values of X". The third aspect, the complete understanding of the brand essence in relation towards job roles and expectations is measured through the self-constructed item "I understand my role in the image X tries to disseminate". At last, the adopted item "The information provided to me when I was employed helped me to understand my role in the context of what the organisation is trying to achieve" was transformed to "The information provided to me when I was employed helped me to understand what the organisation stands for" as the organisation perceived this item to be more valuable.

Information generation
The information generation is measured by a self-developed 4-item scale. The items are based on King et al. (2010) characteristics of information generation, which describes that an organisation establishes feedback through (a) formal and (b) informal feedback. An example of an item measuring formal feedback is: "X stimulates me to give feedback about the appearance of the organisation". An example of an item measuring informal feedback is: "My superior has been asking for my opinion about X last year".

Codification
The codification is measured by a self-developed 5-item scale. The items are based on Brown and Duguid' (2000) characteristics of codification. Brown and Duguid (2000) describe that a codification strategy is based on knowledge sharing via technology, like intranets and databases. Example items are "The role of employees in disseminating the image of X is clearly explained on the website" and "If I have questions about what X stands for I can easily look this up at the intranet".

Personalization
The codification is measured by a self-developed 5-item scale. The items are based on Brown and Duguid' (2000) characteristics of personalization. Brown and Duguid (2000) describe that a personalization strategy is based on knowledge sharing via social interactions. Example items are: "I have received via personal contact (via colleagues or my super visor) information about my role in the image X wants to disseminate" and "I have received via personal contact (via colleagues or my super visor) information about my role in the image X wants to disseminate".

Consistent corporate identity
A new scale was developed to measure the consistency of the corporate identity. The items are based on Simoes et al. (2005) characteristics of a consistent corporate identity. Simoes et al. (2005) mentions the following three characteristics to be important in ensuring a consistent corporate identity: visual identity, communications and philosophy, mission and values dissemination. The present study focuses on the communications and philosophy, mission and values dissemination as the studied organisation perceived visual identity to be ambiguous and unsuitable for the present study. Moreover, the researcher perceives the characteristics studied to be the most important. Six previously adopted, validated items were adopted from Sinkula, Baker, and Noordewier (1997) and Baker and Sinkula (1999) to measure the philosophy, mission, and values dissemination. Furthermore, three items were developed to measure the communications within an organisation. The conceptualisation of Balmer and Gray (2003) and Allessandri (2001) is used to construct the communications items. This conceptualisation describes that communications mainly take place through the marketing and

corporate communication of an organization. An example of an item measuring the marketing communication is: "The image X tries to carry out to the outside world (leaflets, advertisements, website) corresponds with how I perceive X". An example of an item measuring the corporate communication is: "The image X want to communicate is reflected throughout the whole organisation (i.e. appearance properties, work clothes, posters, flyers)". An example item which measures the philosophy, mission, and values dissemination is: "I have a clear idea of what X stands for".

3.4 Scale construction

In this chapter all analyses which were performed to construct the scales are described. First, a factor analyse was conducted for each construct to study whether the individual items load on the construct as intended. Second, the Cronbach's alpha was calculated for each construct to test the internal consistency within the construct. Further analyses are only conducted on constructs which were found to be reliable. These analyses are described in chapter 4.

Attitudes

A rotated factor analyses (Varimax with Kaiser normalisation) of three constructs (13 items) measuring the attitudes of employees showed three distinct factors (table 1). The items measuring the construct normative commitment are reflected in factor 1. The items measuring the construct loyalty are reflected in factor 2. The items measuring the construct affective commitment are reflected in factor 3. The item "I can recommend the products and services of X to others" was being deleted as it loaded almost similar on the factor normative commitment (.59) and the factor loyalty (.53). Surprisingly, the item "I think that you can work your entire life for one organisation" which should load on the construct normative commitment loaded on the construct loyalty. Moreover, the item "I think that you can work your entire life for one organisation" was not added to the factor loyalty as the item did not fit within the theoretical structure of construct loyalty. The two factors loyalty and affective commitment were found to be reliable with Cronbach's alpha of .84 and .84. The factor normative commitment was found to be unreliable with a Cronbach's alpha of .45 and was thus removed from further analyses.

Table 1: *Factor analyses of the attitudes of employees*

Item	Normative commitment $\alpha=.45$	Loyalty $\alpha=.84$	Affective commitment $\alpha=.84$
I think that people these days move from company to company too often.	.62		
I do not believe that a person must always be loyal to his or her organization.	.69		
I think that you can work your entire life for one organisation.		.73	
I understand people who often change from company.	.74		
I view the success of the brand as my own success.			.81
When someone praises this brand, it feels like a personal compliment.			.79
I feel belonging to this organisation.			.74
My sense of pride towards X is reinforced by the brand-related messages.			.73
When I talk about X it is almost always positive.		.55	
I would recommend X as an employer to my friends.		.63	
I would like to stay with X also in the future		.77	
I would not immediately change to another company if I got a job offer.		.70	

Note: only factor loadings above .5 are reported. KMO = .87

Brand citizenship behaviour

A rotated factor analyses (Varimax with Kaiser normalisation) was conducted of the four items measuring brand citizenship behaviour. The factor analysis revealed that the four items measuring brand citizenship behaviour should be considered as one factor, as shown in table 2. The factor brand citizenship behaviour was found to be reliable with Cronbach's alpha of .75.

Table 2: *Factor analyses brand citizenship behaviour*

Item	Brand citizenship behaviour $\alpha = .75$
I show extra initiative if necessary, to ensure my behaviour matches the behaviour X expects of me.	.83
My work behaviour matches the values X tries to carry out.	.75
I think about what the possible impact of my behaviour is before I act or communicate.	.72
I am interested in how I can better carry out the image of X.	.74

Note: only factor loadings above .5 are reported. KMO = .72.

Knowledge dissemination and information generation

A rotated factor analyses (Varimax with Kaiser normalisation) of the constructs knowledge dissemination and information generation (9 items) showed two factors (table 3). The first factor showed items measuring the knowledge dissemination, whereas the second factor showed items measuring the information generation. Surprisingly, the item "The information provided to me when I was employed helped me to understand what X stands for" which should load on the construct knowledge dissemination loaded on the construct information generation. Moreover, the item "The information provided to me when I was employed helped me to understand what X stands for" was not added to the factor information generation as the item did not fit within the theoretical structure of the construct information generation. The factor knowledge dissemination was found to be reliable with a Cronbach's alpha of .71. Moreover, the factor information generation was found to be reliable with a Cronbach's alpha of .73.

Table 3: *Factor analyse knowledge dissemination and information generation*

Item	Knowledge dissemination $\alpha = .71$	Information generation $\alpha = .73$
X communicates its brand promise well to its employees.	.68	
I know how important the roll of employees is in disseminating the values of X.	.80	
I understand my role in the image X tries to disseminate.	.74	
The information provided to me when I was employed helped me to understand what X stands for.		.46
X teaches us why we should do things and not just how we should do things.	.56	
My superior has been asking for my opinion about X last year.		.70
If I want to give my opinion about how the image of X can be better carried out, I know who to contact.		.49
I get stimulated to give my opinion about the image of X.		.78
X asks his employees about how the image of X can be better carried out.		.80

Note: only factor loadings above .4 are reported. KMO = .83.

Consistent corporate identity

A rotated factor analyses (Quartimax with Kaiser normalisation) of the construct corporate identity communication (9 items) showed two factors (table 4). The first factor showed items measuring the philosophy and values dissemination, whereas the second factor shows items measuring the mission dissemination. This is in line with the literature as Melewar (2003) described that a consistent corporate identity is disseminated through (1) the philosophy and values and (2) the mission of an organisation. The factor mission dissemination was found to be unreliable with a Cronbach's alpha of .58. Hence, the item "I have no idea about the direction X wants to go in the future" was deleted to increase the Cronbach's Alpha of the factor mission disseminate to .78. The factor philosophy and values dissemination was found to be reliable with a Cronbach's alpha of .75.

Table 4: *Factor corporate identity communication*

Item	Philosophy and values dissemination $\alpha = .75$	Mission dissemination $\alpha = .78$
X regularly informs me about what I can do in different situations.	.62	
I have a clear image of what X stands for.	.74	
The rules of conduct within X are clear for me.	.48	
I feel involved in defining the mission of X.		.81
I feel involved in defining the mission of my team/department.		.78
The image X tries to carry out is reflected in all communication I receive of X.	.71	
The image X tries to carry out to the outside world (leaflets, advertisements, website) corresponds with how I perceive X.	.74	
The image X want to communicate is reflected throughout the whole organisation (i.e. appearance properties, work clothes, posters, flyers).	.69	

Note: only factor loadings above .4 are reported. KMO = .77.

Codification and personalization

A rotated factor analyses (Varimax with Kaiser normalisation) of the constructs codification and personalization (10 items) showed two factors (table 5). The first factor showed items measuring the codification, whereas the second factor showed items measuring the personalization. One item was deleted ("I can easily express my opinion through the intranet if I think my work does not reflect the way X should be carry out."). This item loaded high on both the factor codification and the factor personalization. The factor codification was found to be reliable with a Cronbach's alpha of .79. Moreover, the factor personalization was found to be reliable with a Cronbach's alpha of .82.

Table 5: *Factor analyse codification and personalization*

| Item	Codification α =.79	Personalization α =.82
The information provided at the intranet gives me a clear idea about what the image of X is.	.80	
My role in the image X tries to carry out is clearly explained on the intranet.	.79	
I can easily express my opinion through the intranet if I think my work does not reflect the way X should be carry out.	.38	.38
The website of X clearly explains the role employees in disseminating the brand promise of X.	.64	
If I have questions about what X stands for, I can easily look this up via the intranet.	.79	
I have received via personal contact (via colleagues or my super visor) information about my role in the image X wants to disseminate.		.83
I have received through personal contact (colleagues or supervisor) information about how I can carry out the image of X.		.62
I get stimulated to disseminate my opinion about the image of X towards my colleagues.		.76
I can personally contact my supervisor if I think my work does not reflect the way X should be carry out.		.61
I have received through personal contact (colleagues or supervisor) information about the image of X.		.80

Note: only factor loadings above .35 are reported. KMO = .82.

3.5 Intermezzo

In this section an overview of a new conceptual framework is defined, figure 2. The construction of a new conceptual framework was necessary as several constructs were altered and/or removed to improve the reliability and validity of the study. First, the construct normative commitment was removed from the model as it was found to be unreliable. Second, the construct consistent corporate identity was found to consist out of 2 constructs; mission dissemination and philosophy and values dissemination. Consequently, these constructs were added to the model.

Figure 2: *conceptual framework*
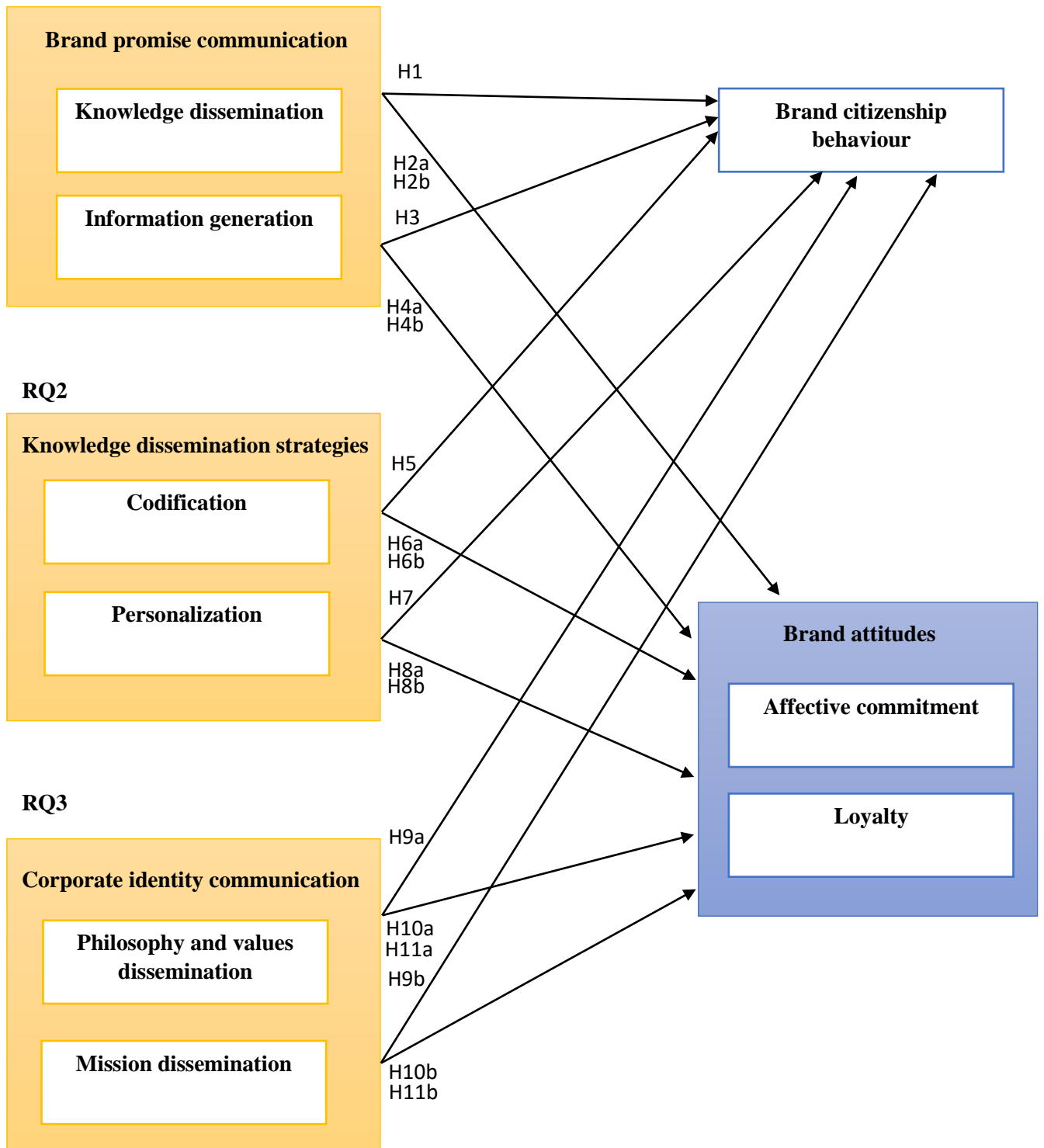
4. Results

In this chapter, the research results are described. First, in section 4.1 the assumptions about the data were tested before analyses were executed. Second, in section 4.2 a t-test was done for all the variables to assess whether the average of the variables differed significantly for the middle of the scale. Third, in section 4.3 a bivariate correlational analysis was done to assess the relationships between the variables. Fourth, in section 4.4 a hierarchical multiple regression analysis was done to obtain a more detailed view whether the dependent variables explain a statistically significant amount of variance in the dependent variables after accounting for all other variables. At last, in section 4.5 an overview of the tested hypotheses and whether they are accepted or rejected is given.

4.1 Assumptions about the data

The assumptions of the data tested within the present study are; outliers, normality of the residuals, homoscedasticity, and linearity. The procedure of detecting outliers was done by examination of a boxplot. SPSS can identify two different types of outliers, based on two different inter-quartile range rule multipliers (1,5 and 3,0). However, none of these types of outliers are ideal in its use. As an example, Hoaglin et al. (1987) describes that the 1,5 multiplier was unreliable 50% of the time, whereas the 3,0 multiplier was too extreme. Although, Hoaglin et al. (1987) an inter-quartile range of 2,2 is ideal this cannot be used as SPSS does not uses this range. However, it can be concluded that outliers above the 3,0 range are suitable for removal. Thus, the present study removed outliers above the inter-quartile range rule of 3,0. In total, the study contained 9 extreme outliers above the 3,0 range, which were produced by 5 respondents. Not all outliers are removed as different scores are not necessarily a problem in itself. However, highly unusual data are removed as they can negatively affect regression analysis (Williams et al., 2013). The data of the respondents was removed before any statistical analysis.

Visual inspection of scatterplots was used to study linearity and homoscedasticity. The visual inspection revealed linearity of the relationships among the variables. Moreover, the inspection of p-p plots revealed that the spread of the residuals was fairly constant, which indicates homoscedasticity. Furthermore, inspection of q-q plots revealed that the residuals of the dependent variables are normally distributed. Thus, the data contained no violation of the assumptions of normality, linearity and homoscedasticity.

4.2 Descriptive results

In Table 8, an overview of the mean scores and the standard deviations of the variables studied are given. To test if the mean of the scale is significantly higher than the mean of the variables measured a one sample t-test was conducted. A t-test was used as no population variance was known.

The results of the t-test revealed that all the means of the variables were significantly higher than the mean of the Likert Scale, which is three. In addition, it can be concluded that the respondents score high on their loyalty (M=4.14, SD= 0.52) and affective commitment (M=4.02, SD= 0.56). Furthermore, the results seemed to indicate that more knowledge was disseminated (M=4.18, SD=0.43) towards the respondents than information was generated through feedback (M=3.49, SD=0.66).

Table 8: Means and standard deviations variables

Variable	N	Mean	SD
Affective commitment	150	4.02*	0.56
Loyalty	150	4.14*	0.52
Brand citizenship behaviour	150	4.09*	0.43
Knowledge dissemination	150	4.18*	0.43
Information generation	150	3.49*	0.66
Codification	150	3.65*	0.64
Personalization	150	3.49*	0.66
Mission dissemination	150	3.82*	0.72
Philosophy and values dissemination	150	3.84*	0.44

*Significant at $p < 0.01$.

4.3 Bivariate correlational analysis

In this section all correlations between the variables are measured. Pallant (2005) describes the Spearman rank correlation coefficient is suitable for the ordinal data used within the present study. Additionally, the non-parametric Spearman rank correlation is suitable as the data contains outliers. Table 9 shows all Spearman's Rho correlation coefficients calculated for the present study.

The correlations revealed several noteworthy results. First, the results showed that personalization has larger correlations with affective commitment, loyalty and brand citizenship behaviour than codification. Second, top-down communication (knowledge dissemination) of the brand promise has larger correlations with the affective commitment, loyalty and brand citizenship behaviour than bottom-up communication (information generation) of the brand promise. Third, mission dissemination and philosophy and values dissemination have similar correlations with affective commitment, loyalty and brand citizenship behaviour. Fourth, the knowledge dissemination strategies (codification and personalization), brand promise communication (knowledge dissemination and information generation) and corporate identity communication (mission dissemination and philosophy and values dissemination) showed significant positive correlations with the attitudes and brand consistent behaviour of employees. Fifth, knowledge dissemination showed to have the largest correlation of all independent variables with brand citizenship behaviour ($r = .58$, $p = <0,1$), affective commitment ($r = -.55$, $p = <0,1$) and loyalty ($r = -.51$, $p = <0,1$). Sixth, the affective commitment ($r = .53$, $p = <0,1$) and loyalty ($r = .42$, $p = <0,1$) positively correlate with brand citizenship behaviour of employees. Seventh, the duration of employment showed to have, although not always significant, negative correlations with all studied variables. Eight, although codification had no correlation with mission dissemination ($r = .21$, $p = >.05$), it had a moderate to strong correlation with philosophy and values dissemination ($r = .66$, $p = <0.1$). At last, personalization and information generation showed a problematic strong correlation ($r = 1$, $p = <.01$).

Table 9: *Spearman's Rho correlation analysis*

Variable	1	2	3	4	5	6	7	8	9	10	11
1. Age	1										
2. Duration employment	.39**	1									
3. Brand citizenship behaviour	-.09	-.09	1								
4. Affective commitment	-.05	-.06	.53**	1							
5. Loyalty	-.05	-.07	.42**	.66**	1						
6. Knowledge dissemination	.07	-.01	.58**	.55**	.51**	1					
7. Information generation	.09	-.27	.41**	.52*	.42**	.49**	1				
8. Codification	.07	-.12	.27**	.29**	.35**	.34**	.44**	1			
9. Personalization	.09	-.27**	.41**	.52**	.42**	.49**	1	.39**	1		
10. Mission dissemination	-.03	-.03	.45**	.51**	.47**	.46**	.53**	.21	.53**	1	
11. Philosophy and values dissemination	-.12	-.17*	.47**	.48**	.51**	.51**	.52**	.66**	.52**	.43**	1

** Significant at p <.01, * significant at p <.05.

4.4 Hierarchical multiple regression

In this chapter a hierarchical multiple regression analysis was done to obtain a more detailed view whether the dependent variables explain a statistically significant amount of variance in the dependent variables after accounting for all other variables. Before the analysis was done the assumptions of the data were tested (section 4.1). Moreover, the independent variables were checked to ensure no multicollinearity existed. Pallant (2005) describes that a VIF (Variance inflation factor) above 10 and a correlation coefficient above .9 indicate multicollinearity. All independent variables reported VIF values below 3, indicating no multicollinearity. All the correlation coefficients, except one, were below .9, indicating no multicollinearity. The correlation coefficient between information generation and personalisation of 1.0 indicated multicollinearity. Hence, personalization was not added within the regression models. Several researchers (i.e. Boone & Boone, 2012; Carifio et al., 2007) describe that a hierarchical multiple regression can be used on the Likert scale data within the present study. Moreover, the sample size of the study (N=150) was large enough to conduct a multiple regression (Osterlind, Tabachnick & Fidell, 2001; Green, 1991). The results of the hierarchical multiple regression analysis are shown in Tables 10, 11 and 12.

Three four-stage hierarchical multiple regressions were conducted with affective commitment, loyalty and brand citizenship as the dependent variables. The demographic variables, age and duration of employment were entered at stage one. The variables knowledge dissemination and information generation were entered at stage two, codification was entered at stage three and mission dissemination and philosophy and values dissemination were entered at stage four. First, the knowledge dissemination and information generation were entered as it studies the process of knowledge dissemination in general. Second, codification was entered to study the additional effect of a more specific knowledge dissemination strategy focused on explicit knowledge. At last, the variables mission dissemination and philosophy and values dissemination were entered to study the additional effect of disseminating the identity throughout an organisation.

The hierarchical multiple regressions (Table 10, 11 and 12) revealed that at stage one, age and duration of employment were no significant predictors of affective commitment ($F_{(2, 147)} = 0.09$, $p = >.05$), loyalty ($F_{(2, 147)} = 0.42$, $p = >.05$), and brand citizenship behaviour ($F_{(2, 147)} = 0.74$, $p = >.05$). Introduction of the variables knowledge dissemination and information generation at stage 2 resulted in an additional explained variance of 42% in affective commitment ($F_{(2, 145)} = 52.17$, $p = >.01$), 32% additional explained variance in loyalty ($F_{(2, 145)} = 32.74$, $p = >.01$) and 22% additional explained variance in brand consistent behaviour ($F_{(2, 145)} = 41.09$, $p = >.01$). Introduction of codification at stage 3 resulted in an additional explained variance in loyalty of 2% ($F_{(1, 144)} = 4.09$, $p = >.05$). However, at stage 3 codification was no significant predictor of affective commitment and brand citizenship behaviour. Introduction of the variables mission dissemination and philosophy and values dissemination at stage 4 resulted in an additional explained variance of 3% in affective commitment ($F_{(2, 142)} = 3.69$, $p = >.05$), 4% in loyalty ($F_{(2, 142)} = 5.06$, $p = >.01$) and 3% in brand citizenship behaviour ($F_{(2, 142)} = 3.33$, $p = <.05$). When all independent variables were entered neither codification nor mission dissemination were significant predictors to the regression models. Moreover, at stage 4, information generation was no significant predictor of loyalty and brand consistent behaviour. The models as a whole explain 45% of the variance in affective commitment ($F_{(2, 142)} = 3.69$, $p = >.05$), 38% of the variance in loyalty ($F_{(2, 142)} = 5.06$, $p = >.01$) and 37% of the variance in brand citizenship behaviour ($F_{(2, 142)} = 3.33$, $p = <.05$).

The regression analyses (Table 10, 11 and 12) showed that three out of the five independent variables had a significant relationship with affective commitment, loyalty and/or brand citizenship behaviour. First, knowledge dissemination ($\beta = .31$, $p = <.01$), information generation ($\beta = .22$, $p = <.05$) and philosophy and values dissemination ($\beta = .12$, $p = <.05$) significantly contributed to affective commitment. Second, knowledge dissemination ($\beta = .27$, $p = <.01$) and philosophy and values dissemination ($\beta = .14$, $p = <.01$) significantly contributed to loyalty. Third, knowledge dissemination ($\beta = .41$, $p = <.01$) and philosophy and values dissemination ($\beta = .14$, $p = <.05$) significantly contributed to brand citizenship behaviour. Hence, **H1**, **H2A**, **H2B**, **H4a**, **H9a, H10A** and **H11A** are accepted. Codification and mission dissemination showed no significant unique contributions towards the dependent variables. In addition, information generation showed no significant contribution towards loyalty ($\beta = .03$, $p = >.05$) and brand citizenship behaviour ($\beta = .02$, $p = >.05$). Therefore, **H3**, **H4B**, **H5**, **H6A**, **H6B**, **H9B**, **H10B**, **H11B** are rejected. Personalization could not be included in the model as it perfectly correlated with information generation. However, the Pearson correlation coefficients between personalization and the affective commitment ($r = .52$, $p = <0,1$), loyalty ($r = .42$, $p = <0,1$), and brand citizenship behaviour ($r = .27$, $p = <0,1$), indicated positive correlations. Thus, **H7**, **H8a** and **H8b** are tentative supported.

Table 10: Overview of hierarchical multiple regression analysis affective commitment

Stage	Predictor Variables	R^2	Adjusted R^2	R^2 change	β	t	p
				Affective commitment			
1		.00	-.01	.00			
	Age				-.04	-0.40	.69
	Duration employment				.00	0.01	.99
2		.42	.40	.42			
	Age				-.17	-2.42*	.02
	Duration employment				.15	1.93	.06
	Knowledge dissemination				.39	5.31**	.00
	Information generation				.37	4.69**	.00
3		.42	.40	.00			
	Age				-.18	-2.42*	.02
	Duration employment				.15	1.96	.05
	Knowledge dissemination				.38	4.94**	.00
	Information generation				.36	4.41**	.00
	Codification				.05	0.70	.49
4		.45	.42	.03			
	Age				-.11	-1.50	.14
	Duration employment				.11	1.48	.14
	Knowledge dissemination				.31	3.75**	.00
	Information generation				.22	2.36*	.02
	Codification				.01	0.09	.93
	Mission dissemination				.19	1.19	.24
	Philosophy and values dissemination				.12	2.29*	.02

** Significant at p <.01, * significant at p <.05.

Table 11: Overview of hierarchical multiple regression analysis loyalty

Stage	Predictor Variables	R^2	Adjusted R^2	R^2 change	β	*t*	*p*
				Loyalty			
1		.01	-.01	.00			
	Age				-.03	-0.36	.72
	Duration employment				-.06	-0.60	.55
2		.32	.29	.31			
	Age				-.14	-1.76	.08
	Duration employment				.04	0.50	.62
	Knowledge dissemination				.41	5.04**	.00
	Information generation				.24	3.00**	.01
3		.33	.31	.02			
	Age				-.14	-1.79	.08
	Duration employment				.05	0.59	.55
	Knowledge dissemination				.36	4.39**	.00
	Information generation				.20	2.29*	.02
	Codification				.16	2.02*	.05
4		.38	.35	.04			
	Age				-.07	-0.81	.42
	Duration employment				.00	0.04	.97
	Knowledge dissemination				.27	3.13**	.00
	Information generation				.03	0.31	.76
	Codification				.11	1.19	.24
	Mission dissemination				.24	1.30	.19
	Philosophy and values dissemination				.14	2.73**	.01

** Significant at p <.01, * significant at p <.05.

*Table 12: Overview of hierarchical multiple regression analysis brand citizenship behaviour*

					Brand citizenship behaviour		
Stage	Predictor Variables	R^2	Adjusted R^2	R^2 change	β	t	p
1		.01	.00	.01			
	Age				-.06	-0.61	.54
	Duration employment				-.06	-0.69	.49
2		.37	.35	.36			
	Age				-.15	-2.02*	.05
	Duration employment				.01	0.11	.91
	Knowledge dissemination				.50	6,47**	.00
	Information generation				.17	2.07*	.04
3		.37	.35	.00			
	Age				-.15	-2.03*	.05
	Duration employment				.01	0.15	.88
	Knowledge dissemination				.48	6.02**	.00
	Information generation				.15	1.82	.07
	Codification				.07	0.86	.39
4		.40	.37	.03			
	Age				-.09	-0.09	.27
	Duration employment				-.02	-0.29	.77
	Knowledge dissemination				.41	4.79**	.00
	Information generation				.02	0.19	.85
	Codification				.01	0.14	.89
	Mission dissemination				.18	2.05	.19
	Philosophy and values dissemination				.14	1.32*	.04

** Significant at p <.01, * significant at p <0.05.

4.4 Hypothesis overview

An overview of the tested hypotheses and whether they are accepted or rejected is given in figure 3. Hypotheses which are accepted are marked with an arrow. Hypotheses which are rejected are marked with a dotted line. Important to note is that personalization is tentative supported. Moreover, information generation has an influence on affective commitment, but not on loyalty.

Figure 3: *conceptual framework*
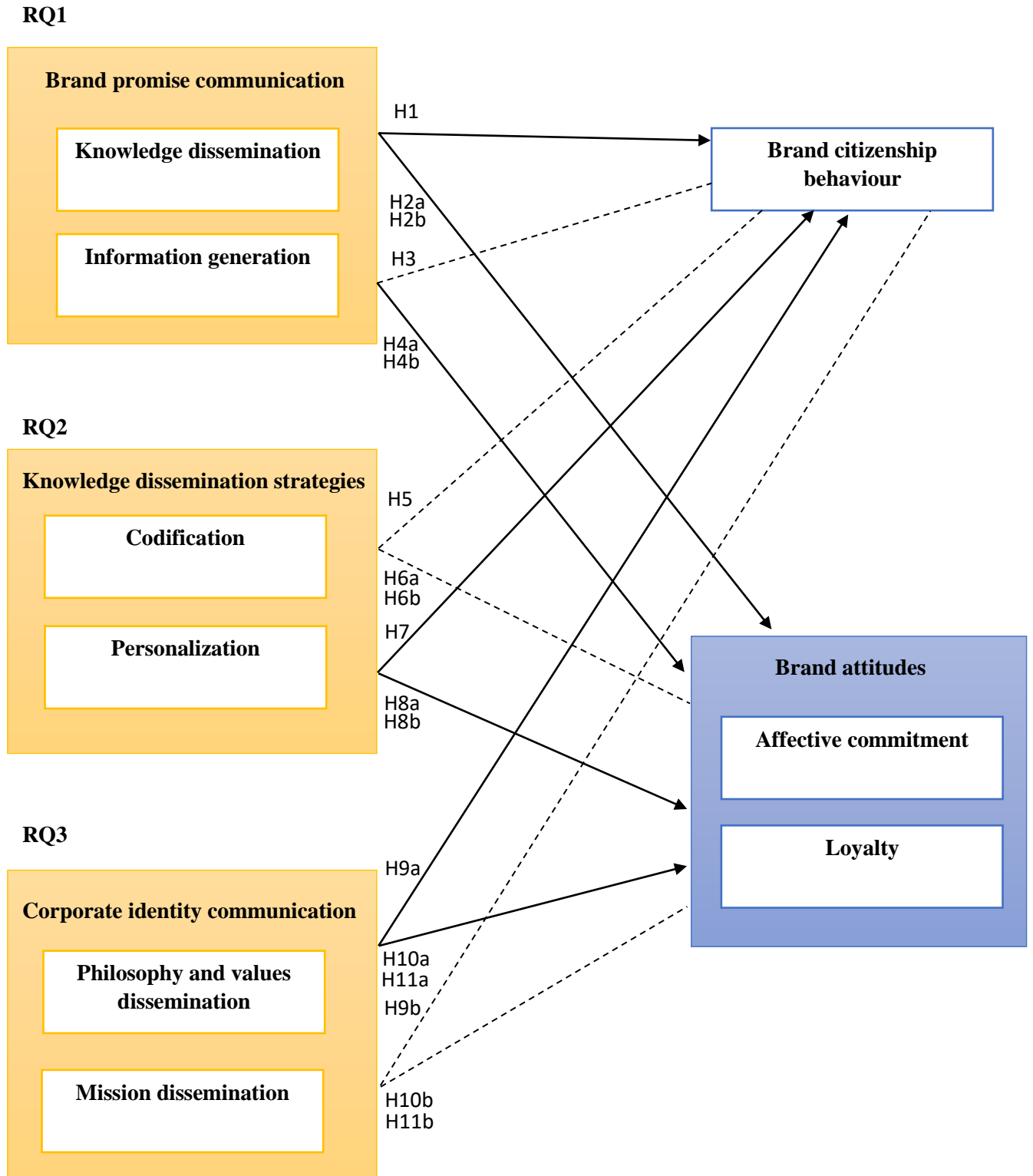
5. Discussion

5.1 Main findings

First, the results of this study show that bottom-up communication (information generation) of the brand promise is less effective in influencing the attitudes and behaviour of employees than top-down communication of the brand promise (knowledge dissemination. As an example, knowledge dissemination positively influenced the affective commitment, loyalty and brand citizenship behaviour of employees, whereas information generation only positively influenced the affective commitment of employees. The findings of this study are line with previous findings of Asif and Sargeant (2000) and Punjaisri and Wilson (2011) who stated that knowledge dissemination of the brand promise has a unique influence on the attitudes and behaviour of employees. Furthermore, these findings are in line with research of Norris-Watts and Levy (2004) who stated that information generation influences the affective commitment of employees. However, the findings of this study are in contrast with previous research which described that information generation did influence the loyalty (King et al., 2010) and behaviour of employees (Punjaisri & Wilson, 2007). A possible explanation for this result may be the research of KPMG (2000), which describes that organisations have difficulties implementing knowledge management systems. In other words, it is plausible that feedback, which is a crucial process within information generation, is not effectively collected and/or processed within the organisation, which may have influenced the results. Another possible explanation is that information generation causes information overload as organisations are likely to respond on the feedback of employees with additional knowledge. As an example, Oskamp (1965), as cited by Oldroyd et al. (2012, p. 404), describes that "information improves the decision-making ability up to a certain point, but when the flow of information exceeds that point, additional information diminishes the person's decision outcomes". Although the reason of the lack of significance for information generation is still not entirely understood, the results provides interesting insights into how the brand promise communication effects the attitudes and behaviour of employees.

Second, the findings show that the knowledge dissemination strategy codification did not influence the affective commitment, loyalty and brand citizenship behaviour of employees. Moreover, the results of this study indicate that codification, which enables an effective knowledge dissemination of explicit knowledge, did not influence the affective commitment, loyalty and brand citizenship behaviour of employees. This finding is in contrast with previous research of Asif and Sargeant (2000) and Punjaisri and Wilson (2011) which found that an effective knowledge dissemination had an influence on the attitudes and behaviour of employees. A possible explanation is mentioned by Hall and Andriani, (2003) who describe that tacit and explicit knowledge cannot be seen as two different types of knowledge. Consequently, Jasimuddin et al. (2005) describes that knowledge has both tacit and explicit components which must be collectively measured to obtain a more synergized and valid view of the effect of tacit and explicit communication on the attitudes and behaviour of employees. Another possible explanation is mentioned by Smith (2001) who describes that at average 90% of the knowledge within an organisation consists out of tacit knowledge. Hence, it seems reasonable that codification, which measures explicit knowledge exchange, had a limited effect on the attitudes and behaviour of employees as most knowledge is tacit of nature. This study was unsuccessful in proving strong evidence that a personalization strategy, which optimizes tacit knowledge exchange, influenced the attitudes and behaviour of employees as personalization could not be included into the regression models. Despite this, this study provides great insights into the effect of a single knowledge dissemination strategy.

Third, the findings show that corporate identity communication (mission dissemination and philosophy and values dissemination) partly influenced the attitudes and behaviour of employees. Moreover, the results of this study indicate that the philosophy and values dissemination had an influence on the affective commitment, loyalty and brand citizenship behaviour of employees, whereas the mission dissemination had no influence on the affective commitment, loyalty and brand citizenship

behaviour of employees. The results partly confirmed previous findings of Miles and Mangold (2005) and Bart et al. (2001) who describe that corporate identity communication positively influences the affective commitment, loyalty and brand citizenship behaviour of employees. A possible explanation of why the mission dissemination had no influence on the attitudes and behaviour of employees is mentioned by Mullane (2002), who describes that the way the mission is disseminated throughout the organisation influences the way employees recognize and live up to it. As an example, Darbi (2012) describes that mission statements are often implemented as a mandatory formal process and are after words forgotten about. Consequently, mission statements which are not actively disseminated throughout organisations fail to influence the attitudes and behaviour of employees. In line with this reasoning, Darbi (2012) states that 65% of the employees have never or only sporadically seen the mission statement. Hence, the mission statements often fail to be noticed by employees. Another possible explanation might be that the ownership of the mission statement is low. For example, Darbi (2012) describes that employees find ownership of the mission statement to be a prerequisite for the mission to influence their attitudes and behaviour.

5.2 Theoretical implications

The theoretical contribution of this research paper is threefold. First, this study adds to the existing body of literature studying the effect of brand promise communication (knowledge dissemination and information generation) on the attitudes and behaviour of employees. As an example, this study supports previous findings of Higham and Vokey (2000) and Toth (1996) who described that brand promise dissemination influenced the affective commitment, loyalty and brand citizenship behaviour of employees. Furthermore, this study found evidence that information generation did only influence the affective commitment of employees, whereas previous studies (i.e. Punjaisri and Wilson (2007) found that information generation also influenced the loyalty and brand citizenship behaviour of employees. Consequently, although previous research (i.e. Piehler et al., 2015) described that both information generation and knowledge dissemination were equally important in enabling employees to live up to the brand expectancy of consumers, this study showed that this is not the case. Moreover, this study showed that bottom-up communication (information generation) of the brand promise is less effective in influencing the attitudes and behaviour of employees than top-down communication of the brand promise (knowledge dissemination) in the context of internal branding.

Second, the findings in this study add to the research of scholars (i.e. Rhodes, Hung and Ya-Hui Lien (2008) who found that implementing knowledge dissemination strategies positively influenced the dissemination of knowledge towards employees. Yet, to the knowledge of the researcher, this study is the first to study the possible effect of different sorts of knowledge dissemination strategies (codification and personalization), which enable the dissemination of explicit and tacit information, on the attitudes and behaviour of employees. The findings of this study found no evidence that a codification strategy influences the attitudes and behaviour of employees. Nonetheless, the results provide a basis for new research towards the additional effect of knowledge dissemination strategies in predicting employees' attitudes and behaviour.

Third, this study adds to the existing body of literature studying the effect of corporate identity communication on the attitudes and behaviour of employees. As an example, the findings of this study showed that the Simoes et al.'s (2005) CIM scale, which measured the consistency of the corporate identity disseminated throughout the organisation, consisted out of two distinct factors: philosophy and values dissemination and mission dissemination. Moreover, this study has found compelling evidence that not all identity aspects mentioned by Simoes et al. (2005) are important for establishing affective commitment, loyalty and brand citizenship behaviour among employees. For example, the findings of this study showed that the philosophy and values dissemination influence the affective commitment, loyalty and brand citizenship behaviour of employees, whereas mission dissemination did not influence the affective commitment, loyalty and brand citizenship behaviour of employees.

5.3 Practical implications

This section describes and illustrates how organisations can establish a more effective knowledge dissemination towards their employees.

Establish an effective knowledge dissemination
The findings of this study suggest that brand promise dissemination significantly influences the attitudes and behaviour of employees. Consequently, organisations should focus on establishing an effective disseminating of the brand promise towards their employees. Several techniques can be used to obtain a more effective brand promise dissemination. First, organisations should, given the importance of knowledge dissemination within an organisation, prioritize establishing effective knowledge management systems. Knowledge management systems store, transfer and generate knowledge (Benbya et al., 2004). Although most organisation use knowledge management systems, i.e. the corporate portal used in the studied organisation, companies experiences complications using it effectively (KPMG, 2000). However, improving the design and usability might resolve these issues as most corporate portals work ineffectively due their poor design and usability (Hickins, 1999, Griffiths, 1999). Moreover, organisations should obtain knowledge management systems which actively provide employees with appropriate knowledge as it would be too time consuming for employees to browse through the information available (Benbya et al., 2004). Examples of information which should be disseminated towards employees are; certain behaviour which the organisation expects during contact with clients and the contribution of employees in relation to the brand promise. Second, organisations should try to create a culture in which the disseminating of knowledge is stimulated. Moreover, incentives can be used to stimulate the dissemination of knowledge. For example, at Ernst & Young employees who actively share their knowledge within the organisation are publicly rewarded and recognized (Wah, 1999). At last, organisations should seek ways to reinforce behaviour patterns. As an example, Keglovits (2013) found that knowledge, which was not only disseminated, but also practiced (through i.e. training programmes) to be far more effective in changing attitudes and behaviours of employees. Consequently, employees should be stimulated to utilize the knowledge obtained in trainings or daily activities. A possible proposition might be that organisations can stimulate employees to use the acquired brand promise knowledge in daily activities by providing incentives.

Stimulate philosophy and values dissemination
The findings of this study suggest that the dissemination of the philosophy and values significantly influences the affective commitment, loyalty and brand citizenship behaviour of employees. Consequently, organisations should focus on disseminating their philosophy and values throughout the organisation. Darbi (2012) describes that an identity should be communicated regularly towards employees to be internalized. As a result, management should aim to transfer these values in a frequent manner to make employees familiar with them. Additionally, it is wise to stretch the uniqueness and distinctiveness of these values towards employees as this will enhance their pride and emotional attachment towards the brand (Ashforth and Mael, 1989). At last, the management should ensure the values are consistently distributed throughout the organisation. As an example, Amos and Weathington (2008) and Hoogervorst et al. (2004) describe that the values of an organisation have the most impact on the behaviour and attitudes of employees when they are consistently distributed. The values of an organisation are distributed through the communications of an organisation. Foroudi et al. (2018) describes that the communications take place through the marketing (e.g. advertisement, sponsoring, PR) and corporate communication (e.g. internal publications, annual report) of an organization. Consequently, management should align the marketing and corporate communications of an organisation with the organisational values to ensure consistent distribution of the organisational values.

Gather employee feedback

The findings of this study suggest that information generation significantly influences the affective commitment of employees. Hence, organisations should actively collect information via employee feedback. Kulhavy (1977) demonstrated that feedback is not always positively received. For example, Folkman (1998) describes that employees become frustrated when their feedback is not implemented. Hence, it is important that organisations manage the expectations created by information generation. Moreover, research of Steelman et al. (2004) demonstrates that employees react more positive to feedback if the source of the feedback is credible and the feedback is delivered in a meaningful manner. Consequently, organisations should generate information through credible sources in a meaningful manner as the way feedback is collected shapes the image of employees.

5.4 Limitations and future research

The findings of this study must be seen in the light of some limitations.

First, the study was not possible to investigate the continuance and normative commitment of employees as no reliable and/or validated measure could be obtained. Consequently, commitment was only studied through affective commitment. The inclusion of normative and continuance commitment might have helped to explain the effect of the independent variables on commitment in more detail as researcher's state commitment is a multidimensional construct. Hence, it is recommended that future research should seek alternative measures to study the commitment of employees. As an example, research of Mitchell et al. (2001) provided evidence that job embeddedness has a substantial conceptual overlap with continuance commitment. Consequently, Jaros (2007) states that the concept of job embeddedness (JE) should therefore be studied to determine whether it competes with or complements Meyer and Allen's commitment constructs. Despite, this study only used a selection of the items developed in the normative commitment scale (NCS) of Jaros (2007), it is recommended that future research should study the complete NCS in a different context as this might generate different results.

Second, the study did not investigate the significant relationships of visual identity with the dependent variables, as the construct was perceived to be ambiguous and unsuitable for the present study. In fact, the inclusion of visual identity might have helped to explain the effect of consistent corporate identity on the dependent variables in more detail as researcher's state a visual identity must be established to ensure a consistent corporate identity. Consequently, future studies should target the additional value of the visual identity in predicting the attitudes and behaviour of employees as it can provide interesting insights.

Third, the study was unable to investigate the significant relationships of personalization and the dependent variables as multicollinearity between personalization and information generation existed. Consequently, future studies which include both personalization and codification are therefore recommended in order to establish a clear image of the effect of different sort of knowledge on the attitudes and behaviour of employees. Moreover, it is vital that future research studies the relationship of a more integrated approach to knowledge management that ensures the interaction of the strategies: a symbiosis strategy (Jasimuddin et al., 2005).

Fourth, the responses were measured with the help of self-reports, which are prone to many kinds of response bias (i.e. Campbell & Fiske, 1959). As an example, Paulhus (1991) describes that although the advantage of self-reported data is that an individual can provide detailed information about themselves, the disadvantage is that this information is not always reliable as individuals sometimes do not speak the truth or understand their own behaviour. Consequently, future research could ensure more robust results by using both observational data and self-reported data. The additional advantage of using observational data in conjunction with self-reports is that observations can be used the study whether the actual attitudes and behaviour of employees match the self-reported attitudes and behaviour. Lastly, future research could study the attitude change of employees of time by using a longitudinal survey, which would make the results more valuable (Hackett, 1981).

Fifth, the findings may not translate to other sectors as the research was only conducted in the healthcare sector. Hence, it is suggested that future work should focus on a different sector than the healthcare sector to obtain a more detailed view of the effect of knowledge dissemination on the attitudes and behaviour of employees in different sectors.

At last, the sample solely consists out of employees who had the motivation to participate in the study. Hence, a substantial part of the organisation is not studied. It is possible that the inclusion of the employees who had little to no motivation to participate would have resulted in different results. Consequently, future research should aim to include employees whose motivation to participate is low.

5.5 Conclusion

The findings of this study showed that the knowledge dissemination strategy codification did not influenced the affective commitment, loyalty and brand supportive behaviour of employees. Nevertheless, the results provide compelling evidence of relationships between several variables. For instance, this study showed that bottom-up communication (information generation) of the brand promise is less effective in influencing the attitudes and behaviour of employees than top-down communication of the brand promise (knowledge dissemination). As an example, knowledge dissemination positively influenced the affective commitment, loyalty and brand citizenship behaviour of employees, whereas information generation only positively influenced the affective commitment of employees. At last, this study has found evidence that not all identity aspects mentioned by Simoes et al. (2005) are important for establishing affective commitment, loyalty and brand citizenship behaviour among employees. For example, the findings demonstrated that the philosophy and values dissemination had an influence on the attitudes and behaviour of employees, whereas the mission dissemination had no influence on the attitudes and behaviour of employees. Practitioners should consider implementing effective knowledge management systems, communicate the distinctiveness and uniqueness of the identity regularly towards employees and collect feedback in a meaningful manner through credible sources.

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Appendix – Survey items

This appendix contains the survey used for this study (Dutch).

Demographics
Hoelang werk jij al bij X?
Hoeveel uur per week werk jij gemiddeld bij X?
Wat is jouw leeftijd?

Affective commitment
Wanneer ik iets over X lees of hoor ervaar ik een gevoel van trots.
Ik ervaar het succes van X als mijn eigen succes.
Wanneer iemand X een compliment geeft, voel ik dat als een persoonlijk compliment.
Ik voel mij onderdeel van X.

Normative commitment
Ik vind niet dat mensen tegenwoordig te vaak van werkgever veranderen.
Ik denk dat je prima het grootste gedeelte van je leven bij één organisatie kan werken.
Ik geloof niet dat een persoon altijd loyaal hoeft te zijn aan een organisatie.
Ik begrijp mensen die vaak van organisatie veranderen.

Loyalty
Als ik over X praat is het eigenlijk altijd positief.
Ik zou X als werkgever zeker aanbevelen bij mijn vrienden.
Ik wil in de toekomst graag bij X blijven werken.
Ik zal niet zo snel van baan veranderen als ik de kans krijg.
Ik zou de diensten van X aanbevelen aan mensen die ik ken.

Brand citizenship behaviour
Mijn gedrag op mijn werk is in overeenstemming met de normen en waarden die X wil uitstralen.
Ik denk na over de mogelijke impact van mijn gedrag voordat ik communiceer of tot actie over ga.
Om ervoor te zorgen dat mijn gedrag overeenkomt met het gedrag dat bij X past, toon ik, indien nodig, extra initiatief.
Ik ben geïnteresseerd in hoe ik het beeld dat X wil uitstralen beter kan uitdragen.

Knowledge dissemination
Ik krijg van X genoeg informatie om te begrijpen waar X als organisatie precies voor staat.
Ik weet hoe belangrijk de rol van medewerkers is in het uitstralen van de waarden van X.
Er wordt ons niet alleen geleerd hoe wij dingen kunnen doen, maar ook waarom we dit kunnen doen om het beleid van X op een juiste manier uit stralen.
Ik snap wat mijn rol is in het uitstralen van het beeld van X.
Toen ik in dienst kwam heb ik voldoende informatie gekregen om te begrijpen waar X als organisatie voor staat.

Information generation
Mijn leidinggevende heeft het afgelopen jaar aan mij gevraagd wat mijn beeld is van X.
Als ik opmerkingen heb over hoe het beeld van X beter kan worden uitgestraald, weet ik bij wie ik hiervoor terecht kan.
Ik word door X gestimuleerd om mijn mening te geven over de uitstraling van X.
X vraagt aan medewerkers hoe zij vinden dat X zich nog beter kan presenteren.

Codification

Via de informatie op het intranet wordt mij duidelijk waar X voor staat.

Op het intranet is duidelijk uitgelegd wat mijn rol is in het beeld dat X wil uitstralen.

Als ik vind dat mijn werk niet overeenkomt met het beeld dat X wil uitstralen kan ik dit makkelijk via intranet kenbaar maken.

Via de website wordt de rol die medewerkers spelen voor de uitstraling van X duidelijk gemaakt.

Als ik vragen heb over waar X voor staat kan ik dit makkelijk opzoeken via intranet.

Personalization

Ik word gestimuleerd om het beeld dat ik van X heb, mondeling met mijn collega's te delen.

Er is mij, door middel van persoonlijk contact (via collega's of leidinggevende), uitgelegd welk beeld X wil uitstralen.

Er is mij, door middel van persoonlijk contact (via collega's of leidinggevende), uitgelegd welke rol ik heb in het beeld dat X wil uitstralen.

Als ik vind dat mijn werk niet overeenkomt met het beeld dat X wil uitstralen kan ik dit met een gerust hart mondeling bij mijn leidinggevende kwijt.

Ik heb via persoonlijk contact (bijvoorbeeld collega's of leidinggevende) kennis opgedaan over hoe ik het beeld van X beter kan uitstralen.

Mission dissemination

Ik voel mij betrokken bij het bepalen van de koers van X.

Ik voel mij betrokken bij het bepalen van de koers van mijn team/afdeling.

Philosophy and values dissemination

X informeert mij regelmatig over wat ik kan doen in verschillende situaties.

Ik heb een duidelijk beeld van waar X voor staat.

Het is mij duidelijk op welke manier er met elkaar wordt omgegaan binnen X.

Het is mij niet duidelijk waar X in de toekomst naartoe wil.

Het beeld dat X wil uitstralen komt duidelijk terug in alle berichtgeving die ik van X ontvang.

Het beeld dat X naar buiten wil uitstralen (bijvoorbeeld: folders, brochures, advertenties, website) komt overeen met het beeld dat ik heb van X.

Het beeld dat X wil uitstralen komt duidelijk terug binnen de gehele organisatie (bijvoorbeeld: uitstraling gebouwen, werkkleding, posters, flyers).