



THE RELATIONSHIP BETWEEN INTERNAL BRANDING AND BRAND CITIZENSHIP BEHAVIOUR AMONG EMPLOYEES OF PKT LOGISTICS GROUP SDN. BHD.

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ARTICLE INFO	ABSTRACT
<p>Article History: Received: 1 July 2024 Accepted: 25 November 2024 Published: 30 December 2024</p> <hr/> <p>Keywords: Internal branding, internal brand communication, brand culture, brand rewards, citizenship behaviour, Social Exchange Theory, employee engagement, PKT Logistics Group Sdn. Bhd.</p>	<p>This study investigates the relationship between internal branding practices and Brand Citizenship Behaviour (BCB) among PKT Logistics Group Sdn. Bhd. employees. This study hypothesises that internal branding (comprising brand communication, culture, and rewards) will positively affect the employees’ citizenship behaviour toward organisational success. Setting the research in Social Exchange Theory (SET), this study uses data from 263 employees collected through a quantitative survey and tests hypothesis with SmartPLS. All the internal branding practices are statistically significant for impacting BCB, emphasising why ensuring a resilient work identity is critical to elevate employee commitment and increase organisational performance. The study’s findings contribute to management practices for making internal branding work, which can be used to develop a committed and brand-aligned workforce.</p>

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Introduction

Internal brand management soared in popularity among marketing practitioners over the decade. This is due to creating and maintaining the brands as the most powerful intangible assets of an organisation that managed to sustain itself in a competitive market. Traditionally, many organisations largely depend on their external clients to build their brands. However, to balance internal and external brand management and maintain a competitive edge for the business brand, an organisation has to focus on the internal clientele such as the employees (Adamu *et al.*, 2019). According to experts, it is the best way to aid employees in making a powerful emotional connection to the products and services the organisation sells to the market (Arrieta & Garcia-Cali, 2021). Employees

are seen as valuable resources that may make a business competitive in creating a culture where everyone works towards the same goal. Employees who can deliver the brand promise to customers if they know and understand the brand value. Hence, organisations need to ensure that employees show brand-supporting behaviour and act as brand ambassadors by incorporating the brand’s values into their work tasks (Eriksson *et al.*, 2022). This is because employees are the first point of contact when customers encounter a brand and are at the heart of branding in brand delivery (Kaur *et al.*, 2020).

In this regard, the concept of Internal Branding (IB) appears to foster the brand within an organisation to guarantee that

employees will communicate the importance of brands to external stakeholders (Bravo *et al.*, 2017). Successful implementation of brand-building encourages employees to uphold the business, prioritising their internal workforce because achieving external customer loyalty requires the service organisation personnel to adopt a strategy that places a strong emphasis on forging connections with external clients (Eid *et al.*, 2019; Kaur *et al.*, 2020; Zhang & Xu, 2021). However, many organisations are still striving to achieve the importance of IB practices due to the diversity of employee functions and teams, as well as promoting a company's brand values and messages to its employees (Markovic, 2023). Thus, the IB literature has emphasised the importance of employee brand-consistent behaviour for service brands such as logistics, in building a strong brand in the competitive market.

Brand Citizenship Behaviour (BCB) is described as the voluntary additional tasks employees undertake to represent their brands in ways that are above and beyond their core job responsibilities and continue to display their brand-consistent behaviour (Burmam & Zeplin, 2005; Bravo *et al.*, 2017). BCB was developed based on Organisational Citizenship Behaviour (OCB), referring to employees' intention to exhibit extra-role behaviours beyond their prescribed job requirements (Organ, 1988).

Although both concepts BCB and OCB are not enforceable and go beyond in-role expectations, the main difference between these two concepts is that BCB focuses on brand-oriented behaviours that bring a brand to life (Burmam & Zeplin, 2005). In contrast, OCB is only related to intra-organisational behaviours. More specifically, BCB goes beyond the scope of OCB by including externally targeted behaviours that help enhance brand identity (Burmam & Zeplin, 2005). Examples of intra-organisational behaviour include helping co-workers with work-related problems and organisational compliance (Burmam *et al.*, 2009). Meanwhile, examples of externally

targeted behaviours related to BCB include considering the impact on the brand before communicating to customers, clarifying customers' misunderstandings of the brand, and recommending the brand to others (Xie *et al.*, 2014).

Problem Statement

An examination of the literature highlights the significance of employee brand behaviour as aligning with organisational objectives. In this way, an organisation needs to demonstrate its brand citizenship which will majorly affect customer satisfaction and employee loyalty. Thus, BCB such as complaining while engaging for the brand, an unaccommodating attitude towards customers, and a lack of employee self-development could reflect in obtaining negative feedback from customers and increase in employee turnover rate in an organisation (Burmam & Zeplin, 2005; Burmam *et al.*, 2009; Morhart *et al.*, 2009; Bravo *et al.*, 2017).

The current study highlights the employee turnover rate as one of the prominent issues at PKT Logistics Group Sdn. Bhd. as the pandemic has changed all the routines in the workplace. PKT Human Resource (HR) department provided data on employee turnover rates for the past four years. According to the statistics report provided by the PKT HR department, the employee turnover rate for 2019 was 6.5%. The turnover rate in 2020 which has marginally risen to 7.8% is rather concerning. The employment turnover rate then increased to 8.5% in 2021. However, during the post-pandemic, the employee turnover rate increased to 9% in 2022.

During the pandemic, employees faced many distractions at home that could distract them from focusing on their work. For them, work and home life became stressful which led to burnout and an increased need for meetings because managers could no longer walk across the office to check on staff to discuss routine tasks which became one of the biggest challenges. Apart from the changes in the working environment, the company had to invest in new digital software

such as Microsoft Teams, to ensure staff could work from home. However, employees took time to adapt to the new system while working from home and frequently faced unstable internet access. Employees in the operations department are required to work physically which increases their concern about transmitting the COVID-19 virus. Therefore, they chose to quit.

Adamu *et al.* (2019) revealed that about 70% of customer dissatisfaction in the telecommunication industry especially in Nigeria, greatly impacts the employee's behaviour at the workplace. The failure of contact staff to respond to complaints is due to insufficient information dissemination of brand promises made to consumers (Miraz *et al.*, 2020). A similar survey of customer dissatisfaction feedback was conducted by the Operation and Business Development department. PKT founded that 5% were dissatisfied with the level of service in 2019. This was brought on by inadequate staff and the COVID-19 pandemic's negative effects on the company's capacity to provide goods and services on schedule. Nevertheless, the tendency has increased in recent years, and in 2020 and 2021, an average of 5% to 10% of consumers reported being unsatisfied with the general level of service quality. In addition, in 2022, the customer satisfaction rate increased from 10% to 11%. The reason is the increase in customer dissatisfaction throughout the years due to difficulties in direct communication, as all can only provide fast service as they need to have a travel document from the government during the Movement Control Order (MCO) period.

Therefore, customers have a lower tolerance for understanding the current situations and adapting to the new norm. In addition, based on customer satisfaction feedback, it was reported that the warehouse department has a lack of pickup time, transportation lacks responsiveness in replying to emails to avoid delivery delays, and the billing department lacks tracking billing on time. However, following the pandemic, online shopping became a popular purchase method for customers and traders. Furthermore, social alienation compelled customers to make

purchases online to save time. Therefore, a high demand for e-commerce and heavy customer traffic orders overwhelmed several departments in PKT. Customers now expect PKT to be more communicative during the e-commerce experience as they rely more on online shopping. Customer expectation is based on Standard Operating Procedures (SOP) which demand that safety measures to be taken when delivering goods by ensuring that personnel wear masks and other protective equipments and that their premises and equipment are frequently disinfected.

However, the situation has changed drastically during the post-pandemic regarding customer demand, the safety measures taken to deliver goods by ensuring workers wear masks and are vaccinated and the Estimated Time of Arrival (ETA) tracking system of goods. In addition, demand has increased and customers prefer online purchases as well as walking in physically. Therefore, expect the logistics provider to deliver the goods on time.

Past studies indicated that the study of employee BCB in the Malaysian logistics industry is limited. There is a dearth of research that systematically links the relationship between IB practices, Brand Commitment (BCOM), and BCB, specifically in the logistics industry in Malaysia. There are some gaps that previous scholars have not adequately addressed. Consequently, this study addresses the gaps by investigating BCB in the local environment. Prior studies on logistics in Malaysia only focused on other factors such as the knowledge conversion process (2018), green practice adoption (Ibrahim *et al.*, 2019), e-logistics (Miraz *et al.*, 2020), value co-creation (Nordin *et al.*, 2021), and halal logistics (Baker & Naveen, 2018).

Based on Piehler (2018), future studies should investigate the effects of IB and BCB especially in the Business to Business (B2B) sector. The reason is that numerous studies on IB and BCB have been undertaken in the Business to Consumer (B2C) sector. As a result, there is an opportunity for the current study to explore

the area of conceptual IB in the B2B sector. In addition, the relationship between IB (internal brand communication, brand culture, and brand reward) and employee BCB was not assessed simultaneously in the past studies. The previous studies revealed inconsistent findings for the independent variables and dependent variables.

Research Question

The following research topics were the focus of this study at PKT Logistics Group Sdn. Bhd. The following is the research question:

RQ: Do IB practices (internal brand communication, brand culture, and brand reward) have a significant relationship with BCB?

Research Objective

The main objective of the current study was to investigate the relationship between employee BCB and IB practices in the logistics sector at PKT Logistics Group Sdn. Bhd. The following is the objective:

RO: To investigate the relationship between IB practices (internal brand communication, brand culture, and brand reward) and BCB.

Literature Review

Internal Branding Practices in PKT Logistics Group Sdn. Bhd.

Group Chief Executive of PKT Logistics Group, Dato’ Seri (Dr.) Michael Tio recognised that, unlike in Japan or Europe, logistics companies in Malaysia did not provide one-stop logistical services. Therefore, he set out to transform the way this company provides logistics services in Malaysia (PKT, 2022). As the firm’s second-generation leader, he revolutionised the company with his concept of “Dream of it, Talk about it, Plan for it, Work on it, and Get it”. He seized on the role of brand leadership to further revolutionise the company. He also used technology to his advantage by making Facebook mandatory in PKT.

Today, PKT has become a brand from all angles. Facebook serves as the intranet and primary communication medium, reflecting IBC among the employees. PKT is a forward-thinking employer that adopts new technologies to improve staff efficiency and productivity. Furthermore, this platform has served as a springboard for developing strong networks with key industry professionals, government authorities, possible business partners, and clients.

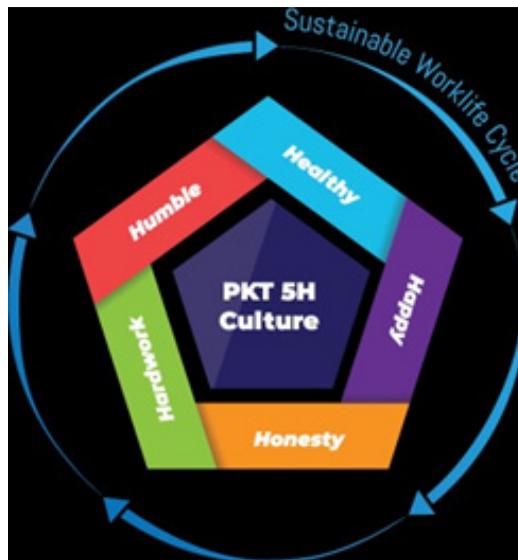


Figure 1: PKT 5H Culture

Dato' Seri (Dr.) Michael Tio, as a transformational leader, has embraced the PKT 5H Culture which also manifests Brand Culture (BC) among the employees at all levels of PKT by enhancing a happy working culture. The management recognises resolute employees by providing healthy living options, encourages honest and humble individuals, and fosters a positive work environment, as mentioned in Figure 1.

Beginning in 2014, PKT has been working to ensure their employees' healthy lifestyles through a new programme named PKT Life Fitness Programme (PKT, 2022). It is an annual programme in which employees must register to become members and accumulate their fitness hours over the course of a year. Workout hour declarations submitted through their Life Fitness account that will entitle them to perks such as dedicated parking space, a monthly meal allowance of up to RM300.00, and others. The second component of the PKT Management Journey is an annual trip for the PKT senior management team to see all seven continents. This is consistent with DMT's Walk Your Dream concept which states, "Focus on working for me, and I'll make sure you succeed" said the Group Chief Executive of PKT Logistics Group (PKT, 2022). Other than that, PKT stated that the best policy is honesty. It is part of the Company's Key Result Area (No. 6) to honour the office's brand honesty culture.

Next, to minimise barriers, PKT promotes openness by having open seating arrangements. The open workplace approach improves brand communication, collaboration, and work pace. Finally, PKT Facebook Fans Career Day is an occasion when the company gives young graduates and job seekers who have demonstrated consistent support on our Facebook page the option to work for the company and business partners. As a result, the PKT Talent Hunter group currently has over 18,000 members eager to work with PKT and there were on-the-spot job interviews for individuals who pre-registered at the Career Day. There was also a broad variety

of cuisine supplied, facility tours, and a walk through "The Sea of Pineapples", the group's environment which consists of 28,000 pineapples planted over a 1 km radius around the headquarters (PKT, 2022).

Apart from the 5H Culture branding in PKT, there are several PKT Corporate Social Responsibility (CSR) initiatives taken care of by providing financial assistance to people with disabilities, orphaned, poor, or critically ill, as well as other needy individuals without regard to race, nationality, or religious orientation. This programme has set out to offer the underprivileged the opportunities they need to succeed by funding education and skill-building programmes to help them become self-sufficient and stay out of poverty (PKT, 2022), reflecting on the Sustainable Development Goals (SDGs). CSR aims to promote and sponsor activities related to sports, culture, and the arts, as well as efforts to preserve the environment. First, a charitable donation by students at Peninsula College (previously known as ALC College) which PKT owns, required to arrange a charity event each year, keeping with the college's goal of being an educational hub that cultivates socially conscious graduates. The programme invites final-year business students to start a business of their choice with as little as RM500.00 (PKT, 2022). Dato' Seri (Dr.) Michael Tio also mentioned, "If a doctor can be trained in a hospital environment, why not a future logistician be trained in a logistics centre?" He emphasises the importance of education and skills enhancement. The organisation is delighted to commemorate 23 glorious years of tertiary education distinction while adhering to its motto, "Employability is Our Priority".

In alignment with the motto, Peninsula College grooms future leaders who are ready to meet today's globalised industries (PKT, 2022). Secondly, PKT also focuses on employee engagement such as organising festivals, for example: Aidilfitri Open House, Chinese New Year, Deepavali, and Christmas every year. PKT has provided an exclusive experience in which guests, notably business partners were

celebrated and served diverse halal foods and lucky draws were organised to ensure that their guests would not leave the building with empty hands.

Finally, PKT is also active in sports and recreation. Old La Sallians Association of Klang (OLAK) PKT has supported with an RM500,000.00 financial and in-kind donation to make a strong comeback in the Malaysian Junior Hockey League (MJHL). The players were awarded PKT scholarships to attend Peninsula College in Klang, Shah Alam, and Penang. Aligning with PKT’s CSR objectives,

the players were provided job possibilities for a better future (PKT, 2022).

Although PKT has been focusing on CSR projects, involving community development, education and skill enhancement, arts and culture, and sports and recreation. Dato’ Seri (Dr.) Michael Tio has recently developed the Environmental Conservation, Social Dimension, and Governance and Ethics (ESG) dimensions of the Brand Environment (BE) to create long-term business value while making societal and environmental impacts (Table 1).

Table 1: PKT’s ESG framework

ESG Framework	Environmental Conservation
	Malaysia’s first Green Building Index (GBI) Gold-certified warehouse. A solar Photovoltaic (PV) system has been built on the roof and buildings of the parking park to convert sunlight directly into power. The building contains a rainwater harvesting system certified by the GBI Gold. 118 Tecoma trees (<i>Tabebuia rosea</i>) in white and pink have been planted along the warehouse’s perimeter to create a cherry blossom-filled atmosphere. More than 300 nanoeTMX air filtration system units have been installed at our facilities across the country for the safety of employees, visitors, and students.
	Social Dimension
	<i>Anak Belajar Ibu Bekerja</i> (ABIB) is a CSR programme that provides job opportunities to moms in the areas surrounding their facilities. <i>Jom Bekerja Sambil Belajar</i> (JBSB) is a programme that allows students to work part-time in the warehouse, finance, and human resource departments to get useful experience. <i>Jom Bersara Secara Sambilan</i> (JBSS) is PKT’s most recent CSR project that values retirees’ contributions to society. Smart Trucker is a 48-month on-the-road school that prepares graduates to earn RM4,000.00 to RM6,000.00 monthly as professional truckers. The goal is to change the transportation business by hiring graduates as truck and prime mover drivers.
	Governance and Ethics
Healthy culture: Gym facilities such as Gymax, SkyGym, and Surfers Paradise are fully equipped with cardio and weight equipment to help us reach our 5 th Key Result Area (KRA) of making you healthy. Because there is no CCTV, the Honesty Corner is designed to educate all personnel and encourage them to be honest when they enjoy the food and drinks from this corner. It collaborates with the public sector, universities, and communities. The Quintuple Helix Model is a long-term business model that benefits society and the environment. It has been put to view all transactions. Anti-Bribery and Corruption (ABC). Governance can function as a check on bribery and corruption, taxation, and internal control.	

Source: PKT (2022)

SDG Dashboards and Trends



Figure 2: 2022 assessment for Malaysia - SDG dashboard and trends

These practices are designed to align with the SDGs. The SDGs is a framework developed by the United Nations that revolves around 17 pillars that emphasise environmental, social, and economic aspects (United Nations, 2023). The 2030 Agenda has been a long-term vision for Malaysia. The implementation of the SDGs is crucial at the organisational level. Malaysia achieved well on the SDGs indicator, according to the Department of Statistics Malaysia (DOSM), with 72% of pertinent indicators in 2022 compared to 52% in 2019 (TheStar, 2022). Figure 2 shows the assessment for Malaysia based on the SDG dashboard and trends in 2022.

As mentioned by Fernando *et al.* (2022) circular economy practises can help Malaysia accomplish the SDGs which address social and economic issues. PKT has been a trailblazer in embedding the SDG into the heart of its operations.

Surprisingly, many businesses have remained strong despite the rising economic pressures from the COVID-19 pandemic. The leader of PKT enhanced the brand-supportive behaviour among employees. The board of director always create programmes for them. For example, the management implements programmes like “Rebuilding Team Spirit after a Crisis”, as many people have been adversely affected by the pandemic caused by COVID-19 virus. This includes having their salaries cut,

having their workload increased while having fewer people to perform it, and even having their mental health suffer as a result. During the MCO, the leader understood the difficulties that a few employees suffered because of being compelled to work during the MCO.

As a direct result, the management decided that employees who worked during the MCO were given a Hardship Allowance as compensation for their efforts to stimulate BR in the company. Therefore, employees earned an additional RM50.00 per day on top of their regular compensation and those who worked for half a day were given an additional RM25.00 (PKT, 2020). As a result, these types of brand rewards safeguard sustainable brand-supporting behaviour among PKT employees.

Though there are many strategies for the implementation of IB practices in PKT to support staff welfare, benefits, and privileges towards the employees, the management faces challenges in terms of retaining employees who have been trained and taught so many skills during their employment over the years, especially during the pandemic. Therefore, the study will investigate the factors contributing to IB towards BCOM and BCB in PKT.

In comparison, PKT Logistics Group to other logistics companies in terms of their uniqueness involves analysing various factors such as their service offerings, market

positioning, innovation, sustainability practices, and corporate culture. A few comparisons highlight some aspects of PKT Logistics Group's uniqueness compared to other logistics companies in terms of a strong emphasis on sustainability and environmental responsibility. The company has implemented various initiatives to reduce its carbon footprint such as investing in green technologies, adopting energy-efficient practices, and promoting eco-friendly transportation solutions. This focus on sustainability distinguishes PKT from other logistics companies and appeals to environmentally conscious customers seeking partners with a commitment to CSR.

Note that PKT is renowned for its customer-centric approach, prioritising the needs and preferences of its clients. The company offers personalised solutions tailored to each customer's requirements, ensuring high levels of satisfaction and loyalty. PKT's focus on building long-term relationships with clients and delivering exceptional service distinguishes it from competitors that may prioritise volume or cost efficiency over customer experience. Other than that, PKT Logistics Group has also embraced digitalisation and technology adoption to enhance its operations and service offerings. The company leverages cutting-edge technologies such as automation, data analytics, and Internet of Things (IoT) solutions to optimise supply chain processes which improve efficiency, and provide real-time visibility to customers. This forward-thinking approach sets PKT apart from competitors that may be slower to adopt technology-driven innovations in their logistics operations.

Brand Citizenship Behaviour (BCB)

The BCB conceptual model was first described by German researchers, Burmann and Zeplin (2005) and the researchers developed it based on the hypothesis of OCB. This concept is related to the behaviour of employees which is not a part of the formal or rewarded function required directly by the organisation (Organ, 1988). Further described citizenship terms are more

related to disciplines and political philosophy, highlighting OCB's importance as equivalent to citizenship. The researcher anticipates and evaluates that OCB and BCB have connections with three categories, namely obedience, loyalty, and participation (Graham, 1991). OCB is internally oriented, whereas BCB includes behaviour directed towards external recipients. Thus, the concept of BCB is broader than OCB. On the other hand, BCB has a narrower focus than OCB due to its focus on the brand rather than the organisation (Burmman & Zeplin, 2005).

According to Burmann and Zeplin (2005), BCB is described as "the intentional discipline of employees to extend various non-specific behaviours to enhance brand recognition". Furthermore, researchers have recognised that the concept of BCB measures a representative's willingness to put in additional effort beyond their core capabilities such as predicting the behaviour of brand citizens. According to Burmann and Zeplin (2005), BCB is completely different from OCB, as it is part of OCB and goes beyond its scope. Indeed, BCB also considers gap-focused activities such as strengthening the nature of the brand-customer relationship (satisfaction, loyalty, and retention), while OCB focuses on internal links to execution-related work (Burmman & Zeplin, 2005). Consequently, Burmann and Zeplin (2005) recommend that BCB includes eight measures: Helping behaviour, brand consideration, brand enthusiasm, loyalty sports spirit, brand endorsement, confidence, evaluation innovation, and brand enhancement.

Past studies suggested by Nirmali *et al.* (2018) that employees with a high level of BCB will go beyond to achieve the purpose of the organisation and individual fulfilment by being committed to the brand capacity in terms of reflecting a good state of attitude and behaviour towards the brand by escalating the external customer satisfaction (Burmman & Zeplin, 2005). For instance, those employees have a high state of behaviour and faithfulness towards the brand, exhibit deliberate BCOM and enthusiastic help and are able to communicate positive words about the brand, looking for self-

development in the brand's qualities (Burmam & Zeplin, 2005). Therefore, they can establish the organisation brand by being exceedingly conscious, fulfilled, committed, and faithful to the organisation brand (Punjaisri *et al.* 2009).

Although research on logistics companies has expanded, a specific focus on IB in this sector is still limited. A literature review revealed that studies on employee BCB in the logistics sector in Malaysia are limited. Previous studies on logistics in Malaysia focus on other factors like the knowledge conversion process (2018), green practices adoption (Ibrahim *et al.*, 2019), e-logistics (Miraz *et al.*, 2020), and value co-creation (Nordin *et al.*, 2021). The relationship between IB (internal brand communication, brand leadership, brand culture, brand environment, and brand reward) and BCOM to employee BCB was not assessed simultaneously in past studies. The previous study also shows inconsistent findings of the independent, mediating, and dependent variables. Therefore, this study will examine all these variables again in other sectors, especially the logistics sector. Future research is recommended to investigate the implications of IB especially in the Business to Business (B2B) sector, compared to Business to Consumer (B2C) (Piehler, 2018). Thus, there is an opportunity to conduct more research about IB in the B2B sector. As a result, to bridge this gap, this study will be conducted in PKT, a B2B sector.

Overall, IB is critical in promoting a corporate citizenship and social responsibility culture within organisations, driving employee engagement, alignment with organisational values, and collective action toward positive societal impact. By fostering a sense of purpose, empowerment, and accountability among employees, IB strengthens the link between organisational identity and BCB, ultimately enhancing the organisation's reputation, brand equity, and competitive advantage in the marketplace.

Related Theories of the Study

Social Exchange Theory (SET)

As previous literature suggests, Social Exchange Theory (SET) is the best way to describe employee behaviour such as BCB at the workplace. SET was chosen as the ideal platform to evaluate the model at hand (Organ *et al.*, 2006). In this study, the SET will explain the exchange relationship related to IB and employee BCB. This study advocates that employees show good BCB when they learn more about the IB approach (internal brand communication, brand leadership, brand culture, brand rewards, and brand environment) from their organisation. This theory's central premise is that social interaction interprets exchange relationships between individuals as "actions contingent on rewarding reactions from others" (Blau, 1968).

This reflects the mutual relationship. For this study, it is assumed that the more IBC, BE, BL, BC, and BR employees perceive that they have received from the organisation, the more pressure they have to give back to an organisation as an exchange. As a result, to balance the exchange, an employee could commit to the brand by expressing positive BCB. However, SET could only explain the direct relationship between predictors and employees' BCB. Because this study included BCOM as a mediator element between early ties, SET appears insufficient to explain the overall relationship.

Management researchers have widely used the SET to explain employees' positive attitudes and work performance within an organisation. In addition, it has been used to explain reciprocity from employees' perspective when engaging with an organisation or contributing efforts that are not necessarily work requirements (Settoon *et al.*, 1996; Wayne *et al.*, 2002). Note that Miles and Mangold (2004) developed employee brand-building behaviours to define the numerous actions that employees who strengthen and construct a favourable brand image of their firm display. It makes sense to use SET to support employees' good actions brought on by their

feelings towards the organisation brand for which they work in keeping with Andersen and Born’s (2008) idea. Furthermore, according to Blau (1968), social exchange refers to “the voluntary behaviours of persons that are motivated by the rewards they are expected to bring and normally do bring from others”. Individuals experience obligations, trust, and appreciation because of the reciprocity norm which stabilises and strengthens social interaction (Blau, 1968).

The results of this study extend the understanding of employees’ potential brand-driven behaviours beyond branded task behaviours (Xiong & King, 2015; Buil *et al.*, 2016) and into commitment. Löhndorf and Diamantopoulos (2014) applied SET to explain employee behaviours in IB. Based on the SET, Cole *et al.* (2002) stated that many forms of employee social interactions involve social

exchanges at work. Meanwhile, Foa and Foa (1980) claimed that commitment, information, position, status, and services are among the traits exploited in social trade. The proposed prospective IB methods listed in this study are based on SET.

In summary, while SET provides a useful framework for understanding interpersonal exchanges and relationships, its application to IB practices may be limited by its emphasis on economic rationality, neglect of organisational culture and power dynamics, and inability to capture emotional and psychological factors inherent in branding processes within organisations (Davlembayeva & Alamanos, 2023). Hence, integrating insights from other theoretical perspectives such as organisational culture theory or social identity theory can provide a more comprehensive understanding of IB dynamics.

Development of research framework

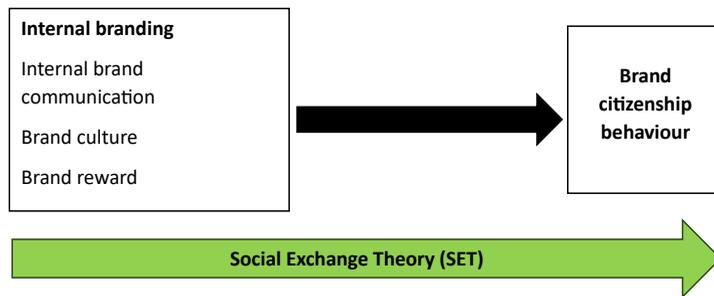


Figure 3: A proposed research framework

Relationship between Internal Brand Communication and Brand Citizenship Behaviour

Employees who do not communicate the brand to their colleagues and customers cannot behave according to the brand identity or promise. As a result, brand communication is a critical antecedent to BCB (Garas *et al.*, 2021). In addition, Obrad and Gherheş (2018) demonstrated that effective communication fosters positive employee behaviour. Several studies have proved that IBC is crucial because

of its positive effects on an organisation. These effects include motivation, productivity, engagement, and employee interaction, all of which are linked to a positive and incremental production outcome (Kaur & Kaur, 2021; Khdour *et al.*, 2022). The study by Khdour *et al.* (2022), among employees of a pharmaceutical company in Jordan found that IBC positively impacts employee behaviour.

Consequently, IBC is a crucial precursor to BCB (Garas *et al.*, 2021). The study by Kaur *et al.* (2020) has confirmed that IBC affects employee behaviour like engagement and satisfaction. As a result, employees will be loyal to the company. Employees cannot follow brand-related regulations and instructions if they do not understand the brand. Therefore, brand communication should affect all BCB dimensions. The discovery by Dechawatanapaisal (2018) that there is a positive relationship between IB which includes IBC and BCB. As a result, it provides empirical evidence for these associations.

Employees may support and promote the brand's growth if they are aware of its importance are confident in it and understand their role within it. According to empirical research by Ikram *et al.* (2021) in higher education institutions operating in Lahore, Pakistan, they discovered a significant relationship between internal brandings including IBC and employee retention, that is, BCB. The conceptual article by Arrieta and García-Cali (2021) which focuses on internal brandings also suggests using IBC as a variable for future study. Meanwhile, Adamu *et al.* (2019) also suggested considering IBC variables for future research on BCB. This study follows the consistent findings and recommendations from the previous studies. Consequently, it can be assumed that:

H1: There is a significant relationship between IBC with BCB.

Relationship between Brand Culture and Brand Citizenship Behaviour

Brand culture is a set of shared ideas, guiding principles, and presumptions influencing employees' enthusiasm and attitude development. It opens avenues for achieving businesses' goals and objectives, influencing how employees behave inside the workplace, improving job quality, and inspiring motivation for their work (Adeoye & Hope, 2020). According to Suomi *et al.* (2021), it would be useful to examine the relationship between

employee engagement which is BCOM and internal brandings like BC, BR, working environment, training, HR practices, reputation and values, communication, and physical environment in other companies and countries. Another study by Hapsari *et al.* (2021) limits their finding to OCB without considering BCB as the main variable. Their study also recommended testing predictor variables like BC in other industries.

Alternatively, Soetjipto *et al.* (2021) discovered that BC positively correlates with BCB in small halal-oriented companies in Indonesia. They also suggested re-examining the BC and BCB in other sectors. Similarly, the study by Cherian *et al.* (2021) also determined a significant relationship between BC and employee performance and behaviour in the United Arab Emirates (UAE). In addition, they also mentioned that BC can influence industry outcomes in various ways, both positively and negatively. For example, cultures that not aligned with corporate systems can decrease loyalty, motivation, and excessive employee turnover. On the other hand, healthy cultures produce greater job satisfaction, increased productivity, and collaboration of company strategies such as with employees at a high-productivity company (Cherian *et al.*, 2021).

H2: There is a significant relationship between BC and BCB.

Relationship between Brand Reward and Brand Citizenship Behaviour

To provide service to consumers, employees in an organisation must be satisfied, motivated, and able to perform their duties without obstructions. The organisation has to recognise the necessity of building stability between individual employee contributions and the organisation's return to the employee. To attain this balance, the firm employs a rewards system for its personnel (Adamu, 2019). The researcher also hypothesised that an organisation's incentive system serves as a tool to motivate people to perform in the desired manner. In addition, it acts as a technique

for fostering strong management-employee relationships, boosting employee engagement, and encouraging positive conduct (Ardiza *et al.*, 2021).

Consequently, Sinaga and Nawangsari (2019) define BCB as an individual's voluntary behaviour to enhance a situation or an organisation. These actions can be compared to information sharing to improve commitment at work and solution-suggesting to improve employee performance. The association between compensation and reward on BCB is strong, according to the study by Garas *et al.* (2021). Employees believe that the company will value their thoughts and suggestions for good corporate citizenship due to the existence of compensation and rewards. According to Ardiza *et al.* (2019), BCB significantly improves employee performance. Note that environmentally responsible behaviour has a positive effect on increasing employee productivity, as the following hypothesis suggests.

H3: There is a significant relationship between brand reward and BCB.

Research Methodology

Research Design

This study utilised a quantitative method to explore the relationship between IB practices (internal brand communication, brand environment, brand reward, and brand culture) and employee BCB. In particular, the quantitative method is employed because the aim of this study is based on hypothesis testing or causal research, which was designed to investigate the independent variables on the dependent variable. According to Bougie and Sekaran (2020), studies that mostly involved hypothesis testing often describe the nature of certain relationships or provide the differences between groups and between two or more factors in a particular situation.

Population and Sampling Frame

Identification of the population is the first step in sampling. A researcher will refer to an entire group of individuals or organisations as a

population if they are interested in studying that group (Bougie & Sekaran, 2020). Subsequently, the sample may be defined as part of the target population to be evaluated; in quantitative terms, it is a subset of the target population. In addition, demographic sampling analysis may describe the method by which each group of representative constituents or persons is identified from a specific population to achieve its primary statistical objective. This selection is done to obtain accurate data. Importantly, the population in this study is PKT employees. The total number of employees in the PKT Logistics Group is 2,500.

However, the current study focuses on the middle-level management of the 1,000 population because the middle management typically serves as a bridge between the upper management and the frontline employees. They regularly interact with both groups and can effectively communicate the organisation's branding goals and values. Thus, PKT Logistics Group's HR department has officially provided the record as of 2022. Participants in the current study are from seven departments: Business development, custom brokerage, food and beverage, finance, internal services, transport, and warehouse.

The current study opts for proportionate stratified random sampling as one of the appropriate probability sampling techniques for PKT to create a sample. The reason for employing proportionate stratified random sampling is that the sample size of each stratum is proportionate to the population size of the stratum. This type of stratified random sampling is often a more precise metric because it better represents the overall population (Hayes, 2013). In comparison with other methods, this method works well for populations with a variety of attributes. It gives a smaller error in estimation and greater precision than the simple random sampling method (Hayes, 2013). Based on the Krejcie and Morgan (1970) guideline table, the minimum number of samples for a 1,000 person population is 278 sample. Hence, Table 2 exhibits the generalised sample size decision guidelines.

Table 2: Sample size in PKT

Department of PKT	Populations (Staff)	Proportionate Stratified Random Sampling	Sample Size
Business development	18	$18/1000 = 0.018$	$0.018 \times 278 = 5$
Custom brokerage	123	$123/1000 = 0.123$	$0.123 \times 278 = 34$
Food and beverage	8	$8/1000 = 0.008$	$0.008 \times 278 = 2$
Finance	34	$34/1000 = 0.034$	$0.034 \times 278 = 9$
Internal services	137	$137/1000 = 0.137$	$0.137 \times 278 = 39$
Transport	64	$64/1000 = 0.064$	$0.064 \times 278 = 18$
Warehouse	616	$616/1000 = 0.616$	$0.616 \times 278 = 171$
Total	1,000		278

Source: PKT HR Department

Results and Discussion

A systematic model analysis of the structural model was conducted to provide a detailed picture of the results and to evaluate the hypothesis. The path coefficient's size was examined through the Partial Least Squares Structural Equation Modelling (PLS-SEM) algorithm. In contrast, the relationship's significance was analysed via the PLS-SEM bootstrapping procedure. The original number of cases was used as the number of cases and this study used 5,000 bootstrap samples (Hair *et al.*, 2017).

Demographic Profile

Table 3 below demonstrates that more than half of the PKT employees were female (54.4%) and male (45.6%). Regarding age, most of them were between the age of 21 to 30 years old (39.2%), followed by 31 to 40 years old (28.5%), 41 to 50 (16.3%), above 50 years old (14.4%), and below 20 years old (1.5%). Next, in terms of race, almost half of them were Chinese (41.4%), followed by Indians (36.9%),

and Malays (21.7%). For the level of education, 23.2% had SPM or equivalent, 3.4% had STPM or equivalent, 19% had a certificate or diploma, 51.7% had a degree, and 2.7% had a Master or PhD.

Regarding position, 36.9% were from management, 38% from operation, and 25.1% from administration or services. In terms of work experience, 40.3% of the employees had more than 10 years of work experience, followed by two to four years (18.6%), five to seven years (17.9%), eight to ten years (13.3%), and 9.9% had less than two years' work experience.

Table 3 below also indicates that among seven departments, the warehouse recorded the highest number of participants in this study with 61.2%, whereas the food and beverage (0.8%). Followed by internal services (14.8%), custom brokerage (12.5%), and finance (3.4%). The other departments in this study were business development and transport with 1.9% and 5.3%, consecutively.

Table 3: Demographic profile of respondent

Demographic Variables	Categories	Frequency	Percentages (%)
Gender	Male	120	45.6
	Female	143	54.4
Age (years old)	Below 20	4	1.5
	21-30	103	39.2
	31-40	75	28.5
	41-50	43	16.3
	Above 50	38	14.4
	Race	Malays	57
	Chinese	109	41.4
	Indians	97	36.9
Level of education	SPM or equivalent	61	23.2
	STPM or equivalent	9	3.4
	Diploma	50	19.0
	Degree	136	51.7
	Master or PhD	7	2.7
Position	Management	97	36.9
	Operation	100	38.0
	Administration or service	66	25.1
Work experience	Less than 2 years	26	9.9
	2-4 years	49	18.6
	5-7 years	47	17.9
	8-10 years	35	13.3
	More than 10 years	106	40.3
Department	Business development	5	1.9
	Custom brokerage	33	12.5
	Food and beverage	2	0.8
	Finance	9	3.4
	Internal services	39	14.8
	Transport	14	5.3
	Warehouse	161	61.2

Table 4: Direct relationship results

Hypothesis	Relationship	Std. Beta	Std. Error	t-value	p-value	2.50%	97.50%	Decision
H1	IBC→BCB	0.146	0.055	2.700	0.007*	0.039	0.256	Supported
H2	BC→BCB	0.164	0.058	2.803	0.005*	0.045	0.276	Supported
H3	BR→BCB	0.241	0.051	4.631	0.000*	0.137	0.335	Supported

Note: * $p < 0.05$, IB = Internal Branding, IBC = Internal Brand Communication, BE = Brand Environment, BC = Brand Culture, BL = Brand Leadership, BR = Brand Reward, BCOM = Brand Commitment, BCB = Brand Citizenship Behaviour.

As indicated in Table 4 above, the results revealed that three independent variables have a significant relationship with the dependent variables. In contrast, two independent variables have an insignificant relationship with dependent variables.

Hypothesis 1: There is a significant relationship between IBC with BCB among PKT employees.

The path coefficient for the relationship between BR and BCB is 0.080. The standard error associated with this path coefficient is 0.064, and the t-value is 1.314. The p-value is reported as 0.189. Based on these results, it is concluded that the relationship between BR and BCB is statistically insignificant. The p-value of 0.189 indicates that the observed relationship is highly unlikely to occur by random chance providing strong evidence supporting Hypothesis 2: An insignificant relationship between BR and BCB. Hence, H2 is not supported. The 2.50% and 97.50% values represent the confidence intervals around the path coefficient estimate. In this case, the 95% confidence interval ranges from -0.223 to 0.031. The direct effect indicates that the variable BE does not significantly explain the relationship between BE and BCB.

Hypothesis 2: There is a significant relationship between BC and BCB among PKT employees.

The result revealed that the path coefficient for the relationship between BC and BCB is 0.164 which is positively correlated. The standard error associated with this path

coefficient is 0.058, the t-value is 2.803, and the p-value is 0.005. Therefore, Hypothesis 3 is supported. There is a statistical relationship between BC and BCB. Therefore, this result proved a significant relationship between BC and BCB. The 2.50% and 97.50% values represent the confidence intervals around the path coefficient estimate. In this case, the 95% confidence interval ranges from 0.045 to 0.276. The direct effect indicates that the variable BC plays a significant role in explaining the relationship between BC and BCB.

Hypothesis 3: There is a significant relationship between BR and BCB among PKT employees.

The path coefficient for the relationship between BR and BCB is 0.241. The standard error associated with this path coefficient is 0.051 and the t-value is 4.631. The p-value is reported as 0.000. Based on these results, it is concluded that the relationship between BR and BCB is statistically significant. The p-value of 0.000 indicates that the observed relationship is highly unlikely to occur by random chance, providing strong evidence supporting Hypothesis 5: A significant relationship between BR and BCB. Hence, H5 is supported. The 2.50% and 97.50% values represent the confidence intervals around the path coefficient estimate. In this case, the 95% confidence interval ranges from 0.137 to 0.335. The direct effect indicates that the variable BR plays a significant role in explaining the relationship between BR and BCB.

Table 5: Hypothesis' summary

Hypothesis	Descriptions	Results
H1	There is a significant relationship between IBC and BCB	Supported
H2	There is a significant relationship between BC and BCB	Supported
H3	There is a significant relationship between BR and BCB	Supported

Direct Effects of Independent Variables on Dependent Variables

Direct Effects of Internal Brand Communication on Brand Citizenship Behaviour

To start with, Internal Brand Communication (IBC) is viewed as an exchange of firm information so that workers may do their jobs properly. It keeps people up to date. The goal of IBC is to provide an efficient flow of information between departments and colleagues inside a business. Therefore, H1 posited that there is a significant connection between IBC and BCB. As hypothesised, the relationship was found to be significant. This empirical result is in line with the findings of past studies that argued that IBC significantly influenced BCB (Stankevičiūtė & Savanevičienė, 2018; Garas *et al.*, 2021; Kaur & Kaur, 2021; Khmour *et al.*, 2022). Based on this finding, the utilisation of appropriate IBC will assist the organisation in achieving an alignment between the values of the company brand and the values held by individual employees. Consequently, this encourages employees to engage in behaviours associated with brand citizenship.

Hence, the finding validates the hypothesis and answers the respective research question. This implies that the PKT employees are willing to exhibit BCB to become brand champions when they perceive appropriate IBC that their organisation already implements. To deliver an efficient flow of information between departments and colleagues within a business, PKT has implemented several types of IBC. For example, Facebook, as a main communication tool, ensures that employees are well-equipped with advanced technology and open to adapt fast-moving interactions to improve efficiency and productivity at the workplace. This

communication tool has remained relevant in the logistics sector, especially in PKT, to be unique compared to competitors. Therefore, leveraging digital technology, especially social media platforms, ensures company transparency. It guarantees conversation and communication well, concerning their work matters such as allowing instant posting of job advertisements. Correspondingly, it portrays effective communication flow among colleagues and other departments.

In addition, using Facebook has been useful during the crisis as reflected when Dato' Seri (Dr.) Michael Tio regularly conducts Facebook live sessions to update and circulate new updates from the management to all the PKT employees. In addition, the PKT HR Department uses the Facebook platform to circulate important memos via Facebook and emails to communicate among staff and managers. Apart from that, PKT also practices communicating through WhatsApp to reach their employees and customers for work matters. It is also convenient to communicate by creating groups for discussion to complete the tasks as soon as possible. In addition, based on the demographic profile carried out in this study, most employees were between the ages of 21 and 30 years old (39.2%) which contributes to a positive influence of adapting the culture of IBC to cater to their needs and preferences.

Another key communication tool PKT uses is to build corporate branding by investing in events relevant to PKT businesses such as youth and business-centric events. The reason is to build a strong global network, especially with

industry professionals, government officials, potential business partners, and clients who relate to PKT, as it has a strong brand story to share.

Direct Effects of Brand Culture on Brand Citizenship Behaviour

In this study, H3 states that BC is significantly related to employee BCB. According to Suvaci (2018), BC is known for shaping an organisation's brand reputation, beliefs informing brand behaviour toward stakeholders, and a unique blend of psychology, attitudes, and ideas in influencing others through brand experience.

The results revealed a significant relationship between BC and BCB. In line with the results of other studies, this conclusion provides empirical evidence to support the hypothesis of Soetjipto *et al.* (2021) determined that BC has a positive relationship with BCB in small, halal-oriented companies in Indonesia. They also suggest re-examining the BC and BCB in other sectors. Similarly, Cherian *et al.* (2021) assessed a significant relationship between BC and employee performance and behaviour in the UAE. The BC is fundamental, consisting of beliefs and core values that are shared by all members of the organisation, as well as a core quality that is believed in and practised by all members of the organisation. Suppose an organisation has characteristics that allow the BC's ideals to be shared by every organisation member.

Consequently, the organisation can be said to have a strong culture (Indiyati, 2018). The relationship between BC and BCB was found to have significant effects due to the increased level of personal fulfilment, which increased during the MCO as employees felt it was difficult to work from home. They established it to be more challenging and many could not focus on their daily operation work due to distractions. Therefore, it affects their working behaviour at home compared to working at the office, thus, indirectly affecting their level of work performance.

Based on the 5H Culture practised by the PKT Logistics Group, employees are aligned with the BC mindset at the workplace. As mentioned earlier, PKT assures employees that healthy lifestyles have been implemented by providing the PKT Life Fitness programme (PKT, 2022). This programme entitles them to some benefits and instils healthy cultural behaviour in the workplace. At the same time, PKT practices a happy working culture, leading to humble employee behaviour. For instance, regarding the demographic profile, 40.3% of respondents who participated in this study are employees who have served the company for more than 10 years. This undoubtedly revealed that PKT employees are content with the BC practised by PKT management. Moreover, the PKT management always emphasises engaging their employees across departments by celebrating their achievements during the annual luncheon which was held in 2023 long after the pandemic. The team always works towards honesty by representing their company brand wherever they are.

Direct Effects of Brand Reward on Brand Citizenship Behaviour

H5 hypothesised that BR has a significant relationship with employee BCB. The outcome of this study provides empirical support to the hypothesis as it is consistent with previous studies mentioning that the reward of an employee who takes part in a brand-consistent behaviour such as brand citizenship shall be treated as the reward received by their employer (Baker & Naveen, 2018; Khalid *et al.*, 2020).

Furthermore, the findings of this study demonstrated that PKT employees are willing to take on the role of brand citizenship given their perception of fair brand rewards. In particular, this study's respondents considered monetary and non-monetary rewards such as empowerment, promotion, or recognition to initiate positive brand behaviour like that of a citizen. This is in line with SDG 10.1: Reduced income inequalities which ensures employees are paid a fair wage and reward based on annual

evaluations and ensuring their contribution is recognised. The result is that PKT's management has a responsibility to promote, support, and recognise its employees who act consistently with the brand to enhance their willingness to live this brand and be more associated with it.

The study's conclusions have also been confirmed in line with the SET, which states that once an individual does something in favour or kind to another individual, the other person is expected to reciprocate with a favourable return (Blau, 1968). Therefore, the respondents in this study might see an appreciation of what they might consider a fair reward from an organisation such as BCB.

This hypothesis was significant due to the many rewards that PKT already provides its employees. Among the rewards that PKT provided to their employees during the MCO, PKT was considerably able to deal with the difficulties that a few employees suffered because of being compelled to work during the MCO. As a direct result, the management decided that the employees who worked during the MCO should be given a hardship allowance as compensation for their efforts. Therefore, the employees earned an additional RM50.00 per day on top of their regular compensation and those who worked for half a day were given an additional RM25.00 (PKT, 2020). As a result, these types of programmes and benefits can ensure sustainable brand-supporting behaviour among PKT employees.

Amidst all the uncertainty faced by the PKT employees during the pandemic, Dato' Seri (Dr.) Michael Tio broadcast a calming message in the PKT Facebook group on 31 March 2020. To reduce costs during the MCO period, Dato' Seri (Dr.) Michael Tio assured his employees would not be laid off or retrenched. In addition, on 26 April 2020, the PKT Logistics Group's Group Chief Executive introduced a voluntary salary reduction scheme called the Voluntary Salary Deferment Scheme. The programme aims at PKT employees with a salary of more than RM4,000.00, where the percentages of pay for April, May, and June 2020 is deferred. In

exchange, this deferred sum will be paid back to the employees in October with an interest rate of 5% per year. The win-win initiative aims to protect company cash flow during the MCO period while employees pay interest until October 2020. Thus, this scenario has reflected the importance of BR which positively affects the BCB of PKT's employees.

Conclusions

Theoretical Implications

This study supports the existing literature about the importance of IB practices (IBC, BC, and BR) in the BCB of employees. In other words, when employees perceive a balance between their inputs and outputs from the organisation such as appropriate IBC, BC, and BR, they will be committed to engage in BCB. As such, the findings of this study have validated the argument of Pritchard (1969), that when an individual perceives a balance between their inputs and outputs from the organisation such an individual may feel satisfied, motivated, and more committed and exert extra effort in achieving organisational goals.

The previous studies on IB have rarely rationalised its underlying theoretical basis. In contrast, this study has endeavoured to interpret and rationalise the hypothesised relationships among the constructs in the conceptual model by applying a well-known social identity theory. This emerged from social psychological research and has been widely applied in other fields such as organisational behaviour and HR management. However, it has been largely ignored by IB researchers (Lunderen *et al.*, 2005). Applying social identity theory in this study has helped explain the constructs' relationships and provide a logical basis for the hypothesised relationships (Lunderen *et al.*, 2005).

This study has also refined the concepts of IBC, BC, and BR by delimiting the boundaries of the definitions. For example, IBC is believed to be well delivered and aligned with traditional mediums and evolving business networking, boosting the company's competitive advantage.

This study argues that IBC systems ensure the successful transmission of brand messaging from internal sources to internal and external stakeholders, raising brand awareness, and encouraging brand-aligned behaviour among employees. Previous research exclusively conceptualised culture from the cognition perspective, emphasising culture's role in determining how organisational members should think and behave while at work. This study argues that BC is a technique for uniting every individual in a company and refers to the values and behaviours recognised by the organisation's standards of behaviour. A previous study coined "brand rewards" which is "the extent to which an employee is being rewarded and recognised by the organisation for brand-consistent behaviours".

In this study, BR does not have to be monetary compensation. Instead, it might include non-financial factors like the possibility of professional advancement, trust, and empowerment.

Practical Implications

Based on the results, the present finding has contributed to PKT management in three circumstances. Firstly, the study revealed the importance of IB practices towards BCB. Secondly, this study revealed the importance of BCOM. Finally, it has revealed the importance of BCOM as a significant mediating variable for IB practices and BCB.

Specifically, this study benefits PKT management as IBC has been shown to have a significant relationship with BCB. Based on the main opinions of popular authors in IB, namely King and Grace (2008; 2010) and Punjaisri *et al.* (2009), IBC is recognised as the main source of brand knowledge and should be continuously and consistently conducted with the employees in an organisation. Therefore, given the considerable impact of internal communication in internal brand management, the management should facilitate effective internal communication programmes such as the full range of communication umbrella

communication with all employees. With specific subgroups and individual employees, there is vertical communication between the management team and employees and horizontal communication between different departments.

In addition, BC was also found to have a significant impact on BCB. Employees tend to give their best, be committed, and work aligned with the company's culture with the necessary support and authority shared among colleagues (Hoang, 2022). Hence, the PKT management should emphasise the importance of BC towards BCB which all the employees widely share in the workplace. By doing so, creating opportunities for employees to connect develops trust, improves the company culture, and increases employee retention. For example, from the managerial perspective, showcasing internal and external visual branding and communications provides wonderful opportunities to show employees what the organisation is all about—ensuring language, personality, and culture match, diving deep into brand assets such as taglines and redefining the organisation culture so that all brand elements are cohesive. By providing employees with the tools they may need to become online brand ambassadors, they can be encouraged to be active on other social media platforms, not solely depending on Facebook.

In addition, the BR was revealed which significantly impacts employee BCB. The management of logistics companies should creatively and consistently reward and recognise employees that exhibit brand-consistent behaviour. For example, the management should recognise employees for specific events and achievements and for the glorious achievement of reaching work milestones and work anniversaries which would convey management's appreciation. Appreciation in terms of financial or any other form of public recognition gives the employee the boost to perform beyond the employee's job description. Most of the time, logistics sales and operations involve staying longer, visiting logistics operations facilities and clients, and

shipments moving around the clock even during holidays. Providing employees with monetary and non-monetary brand rewards (such as empowerment, promotion, and recognition) is highly important in motivating employees to exhibit BCB.

It is concluded that IB practices could influence overall brand success through employees' attitudes and behaviour. Given that, to produce favourable brand champions and show BCB among the PKT employees, there is a need to emphasise appropriate IB practices. In addition, this study will improve the IB practices in the logistics industries, especially in Malaysia.

Acknowledgements

The authors would like to thank all reviewers for their comments and suggestions for improving this manuscript.

Conflict of Interest Statement

The authors have no conflict of interest.

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