ORGANIZATIONAL BRAND COMMITMENT: A STUDY OF THE INFLUENCE OF EMPLOYEE’S EXPECTATIONS AT THE WORKPLACE

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ABSTRACT

There have been many previous researches that examine the role of branding from a customer perspective but, there is little research that examines the role branding plays in attracting and retaining employees who constitute the firm's human capital and, ultimately, contribute to the efficient and effective delivery of products and services. Employee’s attitude towards their organizational brand is decided by the level of their commitment towards the organization which is dependent on their expectations from the job and organization as a whole. Internal Branding acts a bridge between the employee expectations and employee’s level of organizational brand commitment. Employees have different expectations from their job and the organization. The fulfilment of these expectations increases the level of employee’s organizational commitment and thus creates organizational citizenship behaviour. This paper focuses on the employee’s expectations at the workplace and its influence on developing organizational brand commitment. Internal branding helps minimising the gap between what employees expect from their organization and what is being delivered to them by the organization. Thus, the present study reveals a few factors at the workplace which influence organizational brand commitment and helps in better understanding of the role internal branding plays in attracting and retaining employees.

Keywords: organizational brand commitment, internal branding, employee's workplace expectations, appreciation and recognition, compensation, work culture, management support
INTRODUCTION

Brand equity is the most powerful asset of an organization. The internal processes of the organization synchronize to create an external image in the form of a brand. The brand’s strength depends on the synergy between the internal processes. Employee satisfaction is an important factor related to internal branding since it is clearly dependent on loyalty and brand advocacy. Companies expect their employees to live the employer brand outside the organization and employees expect from their employer to be given the first priority. The goal to obtain satisfied customers will then be a natural outcome of committed workforce which feels proud to work for the organization. However, highly committed employees speak in favour of the company, building the brand equity. They not only act as brand ambassadors, but also provide a true picture of the corporate culture and values. This concept is similar to the brand loyalty in case of a product. Brand loyalty is the attachment that a consumer has to a brand (Aaker, 1991). A customer who is loyal to a brand is less likely to switch to another brand, even when that brand undergoes a change or is overpowered by the competitive actions of other brands. It is because of the positive exchange relationship that results from the creation of trust between the product and the consumer (Morgan and Hunt, 1994). Brand loyalty has two dimensions – a behavioural dimension and an attitudinal dimension. The first dimension includes the consumer’s willingness to repurchase the brand and the second dimension represents the consumers’ level of commitment toward the brand (Chaudhuri and Holbrook, 2001). Similar to product brand loyalty, employer brand loyalty is the commitment that employees make to their employer and thus can be referred to organizational commitment.

Brand as organization

It has become necessary for the brands to differentiate themselves and maintain an advantage. The basic premise is that it takes an organization with a particular set of values, culture, people, programs and skills to deliver a product or service. The strong brands, the ones with extremely high equity will have a large number of committed customers. Similarly a strong employer brand will have the best of the workforce. The brand loyalty of the existing employees represents a strategic asset that, if managed has the potential to provide value in several ways. The satisfied employee base provides an image of the brand as an accepted, successful organization which every potential employee would like to work for. Brand Loyalty provides a firm with time to respond to competitive moves.

Internal Branding: A tool for Organizational Brand Commitment

Employee behaviour is related to the organizational culture and the employee attitude towards the organizational identity and image. These elements give rise to organizational brand commitment. The employee commitment level depends upon the internal branding initiatives in the organization.

HR activities regarded as key linked with other organizational functions develop clarity about how HR contributes to overall employee and organizational performances. What make a difference to the delivery of business strategies are people's behaviours. Internal Branding plays an important role here. It helps in aligning the HR processes with the employee behaviours. Thus the initiatives such as recruitment, training, compensation, work
environment, employee welfare etc. helps creating an engaged and committed workforce.

Internal Branding is about creating a motivated workforce who “live the brand” on a regular basis. This happens only through delivering the employee brand promise. Therefore to create an employee as the “brand ambassador”, it is necessary to deliver best value to him or her at the workplace. Internal branding helps in creating successful organizations by maximising employee contribution and commitment. Employees who are content with their jobs and their workplace associations are not likely to quit easily. But neither is there any particular reason to suppose they will be inclined to their job. Therefore job satisfaction depends as much on work values and expectations as on the objective circumstances of work itself (Kalleberg, 1977). Employee’s organizational commitment is related to job characteristics, workplace relationships, authority, decision making and management support. It can be conceptualized as being shaped by a behavioural element that relates to organizational culture and an attitudinal element that relates to organizational identity. Internal branding affects the organizational culture and organizational identity, and in turn affects employer brand loyalty.

Employer brand loyalty is analogous to organizational commitment. Organizational commitment is defined as identification and involvement with the organization, including acceptance of the organization’s goals and values, eagerness to work hard at the workplace, and desire to remain with the firm (Crewson, 1997). In internal branding terms, organizational commitment means that the worker feels attached to the organization and considers organization’s success as his own success.

Brand loyal employees remain with the firm, even when conditions might warrant them to consider other employers. Research suggests that organizational commitment is related to organizational culture. Organizational culture represents the basic assumptions and values of the organization, which are learned by members of the organization, passed on to newcomers, and expressed by the ways in which people behave in the workplace (Schein, 1985; O’Reilly, 1989).

Commitment

Commitment has been a difficult concept to define. Meyer and Allen (1991, 1997); Meyer & Herscovitch, (2001) compiled a list of definitions and analysed the similarities and differences. The similarities served as the basis for a definition, of what they considered the “core essence” of commitment: Commitment is a force that binds an individual to a course of action that is of relevance to a particular target (Meyer & Herscovitch, 2001, p. 301). The differences in definitions of commitment led them to conclude that commitment can take different forms. The most significant developments in commitment theory are based on the recognition that commitment (a) can take different forms (e.g., T. E. Becker & Billings, 1993; Jaros, Jermier, Koehler, & Sincich, 1993; Meyer & Allen, 1991; O’Reilly & Chatman, 1986) and (b) can be directed toward various targets, or foci (e.g., T. E. Becker et al., 1996; Cohen, 2003; Reichers, 1985). Although there is considerable overlap in the various models that have developed to explain these differences, there are also important differences (Meyer & Herscovitch, 2001).

The three-component model developed by Meyer and Allen (1991, 1997) has been adapted recently to account for multiple foci of workplace commitment. Meyer and Allen (1991; Allen & Meyer, 1990) initially developed their three-component model to address observed similarities and differences in one-dimensional conceptualizations of organizational
commitment (e.g., H. S. Becker, 1960; Mowday et al., 1982; Wiener, 1982). Common to all, they argued that commitment binds an individual to an organization and thereby reduces the likelihood of turnover. The main differences were in the mind-sets presumed to characterize the commitment. These mind-sets reflected three distinguishable themes: affective attachment to the organization, obligation to remain, and perceived cost of leaving. Meyer and Allen labelled them “affective commitment,” “normative commitment,” and “continuance commitment,” respectively.

Meyer and Allen (1991) argued that one of the most important reasons for distinguishing among the different forms of organizational commitment was that they have very different implications for behaviour. Although all three forms tend to bind employees to the organization, and therefore relate negatively to turnover, their relations with other types of work behaviour can be quite different (Meyer et al., 2002).

Indeed, research shows that affective commitment has the strongest positive correlation with job performance, organizational citizenship behaviour, and attendance, followed by normative commitment. Continuance commitment tends to be unrelated, or negatively related, to these behaviours. The second major development in commitment theory has been the recognition that commitment can be directed toward various targets of relevance to workplace behaviour, including the organization, occupation, supervisor, team, program, customer, and union (e.g., T. E. Becker, Randall, & Riegel, 1995; Bishop & Scott, 2000; Morrow, 1993; Neubert & Cady, 2001; Reichers, 1985). Motivation is another aspect which is similar to commitment. Both have been described as energizing forces with implications for behaviour. However, Pinder (1998) described motivation as a set of energizing forces and Meyer and Herscovitch (2001) defined commitment as a force that binds an individual to a course of action. This implies that motivation is a broader concept than commitment and that commitment is one among a set of energizing forces that contributes to motivated (intentional) behaviour. However, the binding nature of commitment makes it rather unique among the many forces. Motivation theorists have generally been more concerned with explaining task performance. This is clearly reflected in Locke’s (1997) model. In contrast, commitment theorists have historically focused more on explaining employee retention or turnover. In Meyer and Herscovitch’s (2001) model, predictions are made concerning the effects of commitment on any behaviour of relevance to the target of that commitment.

Organizational Brand Commitment

Brand commitment is defined as the extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand’s goals, that is, to exert brand citizenship behaviour and hence generate a new quality of brand strength. To create a strong brand, it is necessary to have high level of brand commitment. Brand commitment is hypothesized as leading to brand citizenship behaviour, which makes a brand stronger. It refers to the emotional associations between the employees and the organization. It may seem, from this description that the goal of any organization is a shift from commitment to “on-brand behaviour”. However, the real goal is independent belief in its meaning.

The commitment to the brand goes hand-in-hand with experiencing a personal sense of reward as a result. Research concerning the development of organizational commitment has been extensive but relatively unsystematic (Meyer & Allen, 1997; Reichers, 1985).
Nevertheless, on the basis of theoretical considerations and accumulated evidence, Meyer and Herscovitch (2001) also identified several bases for the development of each of the three forms of commitment. They argued that the primary bases for the development of affective commitment are personal involvement, identification with the relevant target, and value congruence (cf. T. E. Becker, 1992; T. E. Becker et al., 1996). Whereas, normative commitment develops as a function of cultural and organizational socialization and the receipt of benefits that activate a need to reciprocate (Scholl, 1981; Wiener, 1982). Finally, continuance commitment develops as the result of accumulated investments (H. S. Becker, 1960).

According to Meyer and Herscovitch (2001), the bases for the different forms of commitment are similar regardless of the target of that commitment. Thus, the same bases apply to the development of commitment to social foci and to goals. This does not mean, however, that the specific antecedent conditions will be the same, or that the nature of the commitment to a goal will necessarily be the same as the nature of the commitment to relevant social foci. Employees might have a strong affective commitment to the organization because the company culture is compatible with their personal values. But their affective commitment to a goal set by the organization might be weak if they believe that attainment is not in the company’s best interest. Similarly, employees might have little invested in their employment in the company (i.e., low continuance commitment to the organization) but have a lot to lose (e.g., a bonus) by failing to achieve a performance goal (i.e., high continuance commitment to the goal).

There are many other factors (e.g., human resources management practices and policies) which influence the degree of employee commitment. Included among these might be some of the antecedents of goal choice included in Locke’s (1997) model. Personal values are expected to play a role in shaping employee commitment (Finegan, 2000; Vandenbergh & Peiro, 1999).

**Organizational Commitment Types**

Commitment manifests itself in three relatively distinct manners: affective, continuance and normative commitment.

Affective commitment is defined as employee's emotional attachment to, identification with, and involvement in the organization and its goals. It refers to the degree to which a person identifies with, is involved in, and enjoys membership with the organization. It results from an individual and organizational value congruency. As a result, it becomes almost natural for the individual to become emotionally attached to and enjoy continuing membership in the organization, identified factors which help create intrinsically rewarding situations for employees to be antecedents of affective commitment. These factors include such job characteristics as task significance (important work), autonomy, identity, skills variety, feedback concerning employee job performance, perceived organizational support, employee's involvement in decision making, quality of work life etc. (Meyer & Allen, 1991). Employees with affective commitment want to remain with the organization.

Continuance Commitment is defined as willingness to remain with an organization based on what it would cost that person to leave the company. It includes factors such as close relationships with co-workers and superiors, years of employment in a particular organization,
Normative Commitment involves a feeling of moral obligation to continue working for a particular organization (Meyer and Allen, 1991). This feeling of obligation is measured by the extent to which a person feels he or she should be loyal to his or her organization, make personal sacrifice to help it out and not criticize it. Here an individual demonstrates commitment solely because he or she believes it is the moral and right thing to do (Schwartz & Tessler, 1972).

Given the close link between the employment relationship and obtaining employee commitment to living the brand of the organisation, the implication is that performance management practices need to be evident, for employee branding to be a success: recognition, relationships, opportunity, environment and leadership. These factors are closely related to employees acting as brand ambassadors. Ambler (2007) describes employer brand commitment in five different stages, which can be presented in the form of a ladder.

**Employer Brand Commitment Ladder: Source: Ambler (2007)**

<table>
<thead>
<tr>
<th>Employees are devoted to the brand. (Need to manage brand erosion and keep performance standards).</th>
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</thead>
<tbody>
<tr>
<td>Employees value the brand and see it as a partner to achieving their goals.</td>
</tr>
<tr>
<td>Employees are satisfied and would incur costs by changing the brand. (Co-dependent on the brand).</td>
</tr>
<tr>
<td>Employees are satisfied. (No reason to change the brand but no reason to excel).</td>
</tr>
<tr>
<td>Employees will change brands, especially for reward reasons. (No brand loyalty).</td>
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**CONCEPTUAL FRAMEWORK**

Research has emphasized on the relationships among different constructs of work commitment (Carmeli & Freund, 2004; Cohen, 1999; Morrow, 1993; Randall & Cote, 1991) and how they affect the work outcomes (Cohen, 2000; Carson et al., 1999; Hackett, Lapierre, &Hausdorf, 2001). Three different approaches have been suggested regarding these relationships: (1) an approach that opposes the assumption that organisational commitment is a one-dimensional concept (Mueller, Wallace, & Price, 1992). It concentrates on work commitment constructs that are appropriate to as many professionals as possible - thereby increasing the generality of the results. (e.g., Becker, 1992; Becker & Billings, 1993; Cohen, 1999; 2000; Morrow, 1983, 1993); (2) an approach that emphasizes the interrelationships among work commitment constructs, for which Randall & Cote (1991) note that “by failing
to consider the larger web of relationships encompassing the various work commitment constructs, researchers may incorrectly identify the strength and the direction of the relationship between these constructs” (p. 194); and (3) an approach that looks at the relationships among commitment constructs on the one hand and work behaviours and outcomes on the other hand without theoretically establishing their relationships (Cohen, 2000; Mueller, Wallace, & Price, 1992).

Morrow (1993) argues that the question impeding understanding of work commitment is whether each commitment focus is independent, or whether some are consequences of others. The issue has important implications for the nature of the interrelationships among commitment foci because they may affect the way these commitments relate to work outcomes. Randall and Cote (1991: 209) state that models of the interrelationships among commitment foci may improve the ‘disappointing correlation between work commitment constructs and dependent variables, such as performance and absenteeism’. It proposes that job involvement is the key commitment focus; it mediates the relationship between the exogenous variables, group commitment and work involvement, and the dependent variables, organizational commitment and career commitment. In Morrow’s model more distant commitment foci from the employee’s viewpoint are the exogenous variables (for example, work involvement and organizational and career commitment), and they are related to more proximal commitment foci (job involvement and group commitment).

**Morrow’s Model**

Morrow (1993) identified five universal forms of work commitment: The five universal constructs of work commitment were Protestant Work Ethic (work ethic endorsement), career commitment, organizational commitment (continuance and affective), and job involvement. These forms are somewhat an alteration of the five forms (Protestant Work Ethic, career salience, job involvement, organizational commitment, and union commitment) suggested by Morrow in 1983.

Morrow’s circles-based model of work commitment contains the five distinguishable commitment constructs (Hackett, Lapierre, & Hausdorf, 2001) and represents different aspects of attachment. These are arranged along a continuum from a relatively fixed attribute to one that can be manipulated. In Morrow’s model, the inner circles represent the relatively fixed attributes and the outer circles the more changeable and manipulative attributes. PWE is in the inner circle because it is a relatively fixed attribute throughout the employee’s lifetime, while job involvement is in the outer of the circle as it is subjected to change through actions such as job design.

Morrow (1993) suggested that the inner circles affect the outer circles, but with a decreasing magnitude of effect the further the outer circle is from the centre. For example, PWE should affect both career commitment and continuance organisational commitment; however, it is more likely to have a greater effect on career commitment than on continuance commitment. Morrow also suggested that career commitment leads to organizational commitment. Greenhaus (1971) argued that career salience is a significant factor in life in general and that it is because of this overall motivational effect that it encourages employees to seek fulfilment through a career that suits their competencies.
Randall and Cote’s (1991) model

Randall and Cote’s (1991) model examined somewhat different constructs of work commitment: Protestant Work Ethic (PWE), work group attachment, organizational commitment (affective commitment), career salience, and job involvement. Four of these constructs (PWE, career salience, affective organizational commitment, and job involvement) correspond to four of the universal constructs of work commitment (PWE, job involvement, career commitment, and affective organizational commitment) that were suggested by Morrow (1993). In addition, Randall and Cote (1991) used only one aspect of organizational commitment, namely affective organizational commitment.

Organizational Commitment to Employee Engagement

There is only a slight difference between organizational commitment and employee engagement. Highly engaged employees can reflect the company’s core values, which ultimately strengthen the overall company brand. According to Schaufeli and Bakker (2004), employee engagement is “Positive, fulfilling, work-related state of mind that is characterized by vigour (feeling energetic and resilience at work), dedication (being proud of and happy about one’s work) and absorption (being totally immersed in one’s work)”. Employee engagement consists of two dimensions, cognitive (intellectual) and emotional. Cognitive engagement means that employees are sure about their job requirements and role expectations; whereas emotional engagement means that they receive timely feedback and social interactions with their co-workers, which make them feel connected to their organization. According to the Corporate Leadership Council (2004), engaged workers were more likely to exhibit discretionary efforts and improve individual performance. In addition, engaged workers are less likely to feel exhausted or to express cynicism toward the organization.

Employees as Brand Ambassadors

With the increasing interest in Internal Branding, organizations are using their employees in enriching the brand experience of the customer. A brand experience has to be complete to be effective i.e. it delivers the promise at every point of interaction the customer has with the company. The challenge is to give a standardized brand experience at every point of interaction with the brand. And it can only be done if the all employees have brand orientation – what the brand stands for and what it promises to deliver. Once the importance of employees in delivering brand experience to the customer is recognized, the next step is to create “walking talking brand ambassadors” out of them. The process of transformation of an employee to a powerful brand ambassador is a difficult process driven activity that is done over a period of time to create a brand oriented culture in the organization – where the employees eat, drink, and sleep brand. In order to create such kind of positive attitude in the employees, it is necessary for the organization to understand the expectations of the employees from the workplace. It is utmost important that the employees “live the brand”. “Living the brand” of the organisation means that an employee must behave in a way that is representative of that company’s brand, values and culture.
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IF EMPLOYEES ARE IMPORTANT FOR INTERNAL BRANDING, WHAT IS IMPORTANT FOR THE EMPLOYEES?

Organizational Brand Commitment: As a dependent variable

Organizational brand commitment is a very important element for attracting, engaging and retaining the skilled workforce. It is evident from the literature that employee commitment and satisfaction is based on many aspects of work life, such as compensation, recognition for good work, relationship with supervisors and team members, good work culture, management support, participation in decision making, interesting work, growth and developmental opportunities and quality of work life etc. Research by Gallup Organization about Great Managers and great Workplaces (Buckingham and Coffman, 1990) indicates that organizational excellence was based on high performing work-groups, rather than the organization as a whole.

Employee expectations at workplace: As Independent variables

There are many factors which may influence organizational brand commitment in companies; however, the present study limits its focus on 9 independent variables namely-

Appreciation and Recognition

Reward schemes carry enormous symbolic significance for the employees. They are powerful means of understanding what is actually valued in the organization. They are the means of motivating, offering appropriate incentives for, and recognition of, desired performance. Herzberg (1996) explains the motivating and demotivating factors for the employees. It can be either psychological rewards or financial rewards. Zeithaml and Bitner (2000), remark that effective reward and recognition schemes can enhance employee's motivation and commitment.

Good Compensation

The components of organizational commitment depend on compensation. If people feel that they are receiving fewer rewards for their work efforts as compared to others or other organizations, they are likely to be satisfied and less committed.

Great Work Culture

It inspires loyalty in employees and makes them want to be a part of a team. Employees look for a sense of affiliation and engagement that goes beyond purely transactional relationship between an employer and its employees. An OCTAPACE culture encourages openness, confrontation, trust, autonomy, proactivity, authenticity, collaboration and experimentation at the workplace which taken together enhances employee’s level of commitment. Organisational culture as defined by Williams (1989:11) is ‘the commonly held and relatively stable beliefs and values that exist within an organisation. It is often defined as ‘the way people think about things around ’.
Participation in Decision Making

Employees want to be the valued members of the organization. Involvement in the decision process leads to their increased quality and; acceptance and empowerment make employee confident in their status.

Interesting Work

Stimulating work conditions enhance performance. Availability of required technology as well as trust and relaxed working atmosphere encourages communication and collaboration. Interesting, challenging, significant work makes employees feel important for the organization, and enjoy the opportunities to develop their competence.

Quality of Work Life

It is the work environment that provides a starting point for integration of positive attitude towards work experience. For this, there must be an initiative from the employer to improve the quality of work life. The design and policies of the organization need to be such that it allows employees to do meaningful work and improve their quality of work.

Growth and Developmental Opportunities

Employees expect opportunities to develop their skills and gain knowledge to carry out their job in the optimum manner. They look for various career developmental processes in terms of training.

Great Interpersonal Relationships

Employee’s motivation to achieve good performance increases when their perceptions towards managers, company, and co-workers are positive. These perceptions enhance satisfaction and pride. These positive emotions drive motivation, which fuels creativity, productivity, commitment to work, and team cohesiveness.

Management/Organizational Support

Employees give their best to the managers who are caring and sensitive to individual needs. Employees expect a supportive leadership which help them to continually grow their knowledge and skill bases, create a secure environment for expression and acceptance of creative ideas. The best situation is when people are aware that they did a good job, and managers appropriately recognize it. Support is needed to be provided in order that new employees achieve as soon as possible the necessary level of competence, and maintain it. Training, coaching, mentoring and motivating are very helpful in this respect.

LITERATURE REVIEW

It was around the early 1990s that the concept of “company brand” was mentioned (Bernstein, 1989) and assessed (King, 1991) by several leading branding and communications consultants explicitly. They appreciated that the most important brand was the company. But
to create a company or organizational brand, the most important factor is the employee of that company. Mitchell (2002) believes that organisations trying to achieve employee commitment to living the brand of the organisation need to create an emotional connection with employees to make the brand come alive for them in order to persuade them to align their values and behaviours with that of the company’s brand. This process occurs through employer branding/internal branding/employee branding.

According to James (2000), Mitchell (2002) and Beagrie (2003), in order for employee branding to occur it has to be made a key business objective. Harris and de Chernatony(2001) explains brand as multidimensional creations that must coordinate a company’s operational and emotional values to the customer activities and psychological needs. Internal branding assists the organization in aligning its internal process and corporate culture with those of the brand (de Chernatony and Segal-Horn, 2003; and Vallaster, 2004). Successful internal branding engenders employees’ commitment to, identification with and loyalty to the brand, (Meyer et al., 2002; and Papasolomou and Vrontis, 2006).

Yanis and Farkav (2005) confirm that to increase employee identification to corporate brand, corporate brand values must mirror organizational culture and values. If there is gap between these and employee perceptions, employee develops mistrust towards the organization. They explain the relationship between person organization fit and employee commitment and satisfaction. With the rise of the concept of ‘person-organization fit’, de Chernatonyet al. (2003) underline the value congruence between the candidates, the organizations and the brand. Training and development programs are essential to enhance employee performance and to bring consistency to the external brand experience.

According to Aurandet al., (2005), HR should be led by marketing and incorporating the brand concept into all employee development programs. To maintain brand standards, an organization should reward employees accordingly (Hoffman and Mehra, 1999). When the right employees are kept satisfied, the organization tends to retain the best people facilitating superior performance. To this end, individual identification of employees, internalization, psychological ownership and commitment are important to consider. Related questions are - who I am, what do I believe in, do I feel the organization is mine and will I stay (Pierce et al., 2001). Apart from these questions, this concept deals additionally with attitudes that refer to a belief in the organization and its mission, a desire to work to make things better, an understanding of the business context and the strategic drivers of the organization, respect for colleagues and willingness to help, the willingness to go beyond contract and keeping up-to-date with development in their field (Robinson et al., 2004).

Herzberg (2003) argues that even though unfair salaries may demotivate people, it does not mean fat pay checks will increase motivation. Employee’s emotional attachment to their employer tends to be driven by the value they derive from the total work experience (Barrow and Mosley, 2006). Abbot, White and Charles (2005) affirm that organizational behaviour depends highly on the organizational brand commitment.

Robbins (1998) says that one of the key criteria in influencing employee motivation levels were recognizing individual differences and meeting the individual needs. Czaplewski et.al. (2001) state that in order to obtain employee commitment to living the brand of the organisation, companies need to focus on their internal customer’s individual needs. This is an important finding for human resource management where autonomy and freedom are

The past research has dealt extensively with organizational commitment, as a determinant of the organizational effectiveness (Angle & Perry, 1981) and of work outcomes, showing that organizational commitment explains turnover intentions (Tett & Meyer, 1993), absenteeism (Sagie, 1998), actual turnover (Cohen, 1993a), organizational citizenship behavior (OCB) (Organ & Ryan, 1995; Schappe, 1998), and job performance (Brett, Cron, & Slocum, 1995; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989). Organizational commitment has been, perhaps, the most investigated form of work commitment. However, researchers maintain that employees develop more than one type of work commitment (Becker, 1960).

Work commitment, according to Morrow (1983, 1993) and others (e.g., Baruch & Winkemann-Gleed, 2002; Becker, 1992; Blau & Boal, 1989; Cohen, 1999, 2000, 2004; Hackett, Lapierre, & Hausdorf, 2001; Randall & Cote, 1991) consists of a set of different, yet interrelated, commitment constructs. It would seem that a multiple commitment approach is more precise and meaningful (Reicher, 1985), because (1) employees develop different forms of work commitment; (2) these distinct forms may affect work outcomes differently; and (3) because of the contribution of work commitment models towards understanding employee work outcomes. Research has indeed started examining the relationships between models of work commitment and work outcomes (e.g., Carmeli & Freund, 2004; Cohen, 2000; Hackett, Lapierre, & Hausdorf, 2001; Iles, Forster, & Tinline, 1996).

OBJECTIVES OF THE STUDY

To study the influence of employee’s expectations at the workplace on the organizational brand commitment.

To analyse the employee expectation factors, which have a high degree of influence on employee brand commitment in organizations.

HYPOTHESES

H1: Appreciation and Recognition for the work has an influence on the organizational brand commitment of the employees.

H2: Good Compensation for the work has an influence on the organizational brand commitment of the employees.

H3: Organizational brand commitment depends on great work culture.

H4: Organizational brand commitment depends on interesting work.

RESEARCH METHODOLOGY

Research Design: The research approach for this study is empirical and descriptive in nature.

Sample Design: The research was carried out in 4 different organizations, choosing one organization each from IT, Telecom, Banking and Aviation. The data was collected from 54 respondents who are the permanent employees at executive and managerial levels working in these organizations. The sample was selected through stratified random sampling.
Data collection: Data was collected through survey method, using self-designed, structured questionnaires which were tested for reliability through Cronbach’s alpha and split half reliability tests. The questionnaires were administered to 70 respondents, out of which 54 were considered for data analysis.

Data Analysis: The data was analysed for studying the relationships between the dependent variable and the independent variables selected for the study. The tests such as Descriptive analysis, and Regression analysis were carried out, and Chi Square testing was done to test the hypotheses.

Dependent Variable

Organizational Brand Commitment: OBC

Independent Variables


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<th>Table 1: Descriptive Statistics</th>
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Descriptive statistics show that organizational brand commitment has a mean value of 4.2949 and standard deviation of 0.66 which reflects that employees considered in the present study have a high degree of consensus on organizational brand commitment.

The results of central tendencies show that appreciation and recognition has maximum mean value of 4.75 and participation in decision making has minimum mean value of 3.96. This reflects that employees strongly agree that appreciation and recognition play an important role in the job. Highest levels of organizational brand commitment are expected if employees get appreciation and recognition for their work at the workplace. Similarly employees consider participation in decision making as least important factor among their expectations from the organization and thus contribute least to commitment level.
Correlation Analysis

Table 2: Correlation Matrix of employees

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<tr>
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<th>Brand Commitment</th>
<th>AR</th>
<th>GC</th>
<th>GWC</th>
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<td>Brand Commitment</td>
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<td></td>
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</tr>
<tr>
<td>GWC</td>
<td>.289*</td>
<td>.259</td>
<td>.238</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PDM</td>
<td>.090</td>
<td>.115</td>
<td>.222</td>
<td>.215</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>W</td>
<td>.317</td>
<td>.258</td>
<td>.038</td>
<td>.165</td>
<td>.310*</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QWL</td>
<td>-.101</td>
<td>.476*</td>
<td>-.180</td>
<td>-.038</td>
<td>.115</td>
<td>.293</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DGO</td>
<td>.247</td>
<td>.283*</td>
<td>.216</td>
<td>.404**</td>
<td>.225</td>
<td>.160</td>
<td>.368**</td>
<td>1</td>
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<td></td>
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<tr>
<td>GIR</td>
<td>.110</td>
<td>.020</td>
<td>.555**</td>
<td>.290*</td>
<td>.339*</td>
<td>.066</td>
<td>.072*</td>
<td>.24</td>
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<td></td>
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<tr>
<td>MS</td>
<td>-.004</td>
<td>0.13</td>
<td>.07</td>
<td>.411**</td>
<td>.259</td>
<td>.258</td>
<td>.024</td>
<td>.361**</td>
<td>.546**</td>
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</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2 tailed)

According to the values of Pearson's Coefficient of correlation, organizational brand commitment shows a positive correlation with appreciation and recognition and the value is 0.123. Good compensation, great work culture, participation in decision making and interesting work have correlation values of -0.075, 0.289, 0.090 and 0.317. Quality of work life, developmental and growth opportunities, great interpersonal relationships and management support have correlation values of -0.101, 0.247, -0.110 and -0.004.

Out of the 9 independent variables, interesting work has the strongest correlation value (0.317) with organizational brand commitment and management support has the weakest association relationship (-0.004) with organizational brand commitment. Interesting work is the major factor influencing brand commitment. Great work culture, developmental and growth opportunities, appreciation and recognition, great interpersonal relationships and quality of work life are the other factors (in decreasing order on the basis of correlation values) which determine brand commitment.

It can also be concluded that good compensation, quality of work life and management support are negatively correlated with brand commitment. The reason being there may be other factors which influence employee's brand commitment more even in the presence of these factors.
Regression Analysis

Table 3: Regression

<table>
<thead>
<tr>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>.577(^a)</td>
<td>.333</td>
<td>.190</td>
<td>.59614</td>
<td>.333</td>
<td>2.327</td>
<td>9</td>
<td>42</td>
<td>.032</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), MS, AR, PDM, DGO, GWC, IW, GC, QWL, GIR

The coefficient of determination, R Square has a value between 0 and 1, with 0 denoting no variation in the model and 1 denoting that it perfectly explains the observed variation. According to above table, the value of R is 0.577 and R\(^2\) is 0.333 which shows that 33% of the variation is explained by the variables selected in the study.

Testing of Hypothesis

Table 4: Chi-Square Testing

<table>
<thead>
<tr>
<th>AR</th>
<th>GC</th>
<th>GWC</th>
<th>PDM</th>
<th>IW</th>
<th>QWL</th>
<th>DGO</th>
<th>GIR</th>
<th>MS</th>
<th>OBC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>52.333(^a)</td>
<td>31.444(^a)</td>
<td>65.264(^b)</td>
<td>20.585(^b)</td>
<td>41.192(^c)</td>
<td>28.769(^d)</td>
<td>17.333(^a)</td>
<td>25.077(^d)</td>
<td>24.370(^e)</td>
</tr>
<tr>
<td>df</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

H1: Appreciation and Recognition for the work has an influence on the organizational brand commitment of the employees
The value of chi square for appreciation and recognition (AR) is computed to be 52.33, which is greater than the table value (critical value) of 5.991 at 5% as well as table value of 9.21 at 1% significance level; with degree of freedom given as 2. Therefore, the hypothesis H1 is accepted. Thus appreciation and recognition has an influence on the organizational brand commitment.

H2: Good Compensation for the work has an influence on the organizational brand commitment of the employees
The calculated value of chi square for good compensation (GC) is 31.44. It is greater than the table value of 5.991 at 5% as well as table value of 9.21 at 1% significance level; with degree of freedom given as 2. Therefore, the hypothesis H2 is also accepted. This shows that there is an association between great work culture and organizational brand commitment of the employees.

H3: Organizational brand commitment depends on great work culture.
The chi square value for great work culture (GWC) is which is greater than the critical value of 7.815 at 5% significance level and 11.341 at 1% significance level for degree of freedom being 2. Thus the hypothesis H3, organizational brand commitment depends on great work culture is accepted.

H4: Organizational brand commitment depends on interesting work.
The value of chi square for interesting work is 41.92, which is greater than the critical values, 5.991 at 5% and 9.21 at 1% significance level with degree of freedom 2. Therefore the
hypothesis is accepted that organizational commitment depends on interesting work.

**DISCUSSIONS**

The literature especially Herman and Gioia (2000) states that compensation and benefits are key factors considered by employees. It was therefore proposed that financial rewards would be a critical success factor. Given all the evidence it is proposed that although financial reward is not a key determinant of obtaining employee commitment, but employees must deem their package as market-related. The present study shows that highest levels of organizational brand commitment are expected if employees have interesting work at the workplace. Similarly employees consider management support as the least important factor among their expectations from the organization and thus contribute least to commitment level.

Pay cannot make up for other aspects of internal branding activities. Employee involvement in the development and implementation of employee branding initiatives is critical. Out of the 9 independent variables, interesting work has the strongest correlation value (0.317) with organizational brand commitment and management support has the weakest association relationship (-0.004) with organizational brand commitment. The analysis of data shows that good compensation, quality of work life, and management support are negatively correlated with brand commitment. The reason being there may be other factors which influence employee's brand commitment more even in the presence of these factors.

Being fully engaged in the organization requires that both the heart and mind of the employee are engaged. Engaged employees help the organization achieve its business goals. But employees also want to feel that there is a greater purpose for their work. The commitment is achieved through creation of sense of belongingness among the employees so that they feel they are an important part of the organization and they have a contributing role in the organization's success. A high-performance culture depends on the ability of leaders to inspire commitment to the organization's mission and values — as well as the notion of shared accountability for maintaining the culture. An expected natural outcome was the emergence of OCTAPACE culture characterized by Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimentation (Pareek, 1994). Unless the management defines new terms and convinces employees to accept them, it is unrealistic for it to expect employee involvement and commitment. It needs to be understood that employees and organizations have reciprocal obligations and mutual commitments, both stated and implied that define their relationships. The commitment may be in formal, psychological or social terms. The employees wish to know what they are supposed to do for the organization and the support they will get in performing their jobs.

An employee who is being the brand interacts with customers in a way that complements and reinforces the other brand building experiences the customer has with the product. “Being the brand” means that actions of employees complement and reinforce the product’s particular brand promise. Therefore, it is critical that employees believe in, and consistently deliver on, the corporate brand promise. Though often overlooked, creating a strong brand internally and as well externally can go a long way in building barriers to competition.

The chi square testing shows that all variables have an influence on the employees level of organizational brand commitment. The degree of association of the independent variables with brand commitment varies as indicated by the correlation coefficient. Interesting work is...
considered as the most influencing factor, expected by the employees at their workplace. Also, good compensation, quality of work life and management support are negatively correlated with brand commitment. Thus, even in presence of these factors, the commitment level of the employees might be low which indicates the presence of other factors which employees consider more important at the workplace. Even though unfair salaries may demotivate people, it does not mean fat pay checks will increase motivation. Only interesting, challenging work can do that. In fact emotional engagement is currently a fad in the world of work, and the psychological benefits associated with employer brands are just as important as they are to branded products and services.

The individual is satisfied if he is intrinsically and extrinsically rewarded. The employee is intrinsically rewarded if he perceives that individual performance is important, interesting, and challenging. The employee is extrinsically rewarded if he feels that the colleagues and superiors recognize (praise) and fairly reward (pay, promote) his contribution to organizational effectiveness, efficiency and development. Commitment is a combination of confidence and motivation. Confidence is the measure of a person’s self-assuredness, a feeling of being able to do a task well, whereas motivation is a person’s interest in and enthusiasm for doing all the efforts to perform a task well. Environmental (hygiene) factors such as low salary, uncomfortable work space, bad rules, make people unhappy. But even if managed brilliantly, they don’t motivate employees to work harder or smarter. People are motivated by factors that satisfy their need for growth and achievement: interesting work, challenge, and increasing responsibility. Brand Commitment is the psychological process that creates brand citizenship behaviour in employees.

An employee may be committed to an organization because he/she identifies with the organizational values as reflected in the corporate culture. Such attachment to the organization will result in higher job satisfaction. In contrast, those employees who are less committed to their organization are less likely to be satisfied with their jobs. When the expectations of the employees from the organization are fulfilled, it leads to commitment towards the organization and the brand.

SUMMARY

The study was conducted to explain the effect of employee’s expectations at the workplace on employee’s organizational brand commitment. The various factors such as appreciation and recognition for the work done, good compensation which is at par with the job profile and as per the industry standards, good work culture, employee’s participation in decision making areas within the organization, interesting work, quality of work life, developmental and growth opportunities through training and development, great interpersonal relationships within the team, and management support and leadership play an important role in building employee commitment towards the organization. Thus, all these factors when present in the workplace as a part of the internal branding initiatives in the organization, leads to creation of engaged workforce and thus help in building organizational brand commitment. Internal Branding initiatives therefore help in fulfilling the workplace expectations of the employees and thus boosting the employee loyalty by motivating the workforce and thus creating organizational brand commitment.
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