

Driving Employee Affective Commitment through Internal Branding in Deposit Money Banks in Nigeria

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Abstract

Central to the organisational goals is the need to build an effective workforce. Given the increasing awareness that employees' emotional bonding to their organisations seem an important determinant to dedication and loyalty, employee commitment has consistently been a major factor of enquiry due to its predictive power in organisational outcome. This study is focused on driving employee's affective commitment through internal branding. The survey research design technique was employed. The study covered 16 money deposit banks in Asaba metropolis in Delta State, Nigeria. The stratified random sampling technique was employed to select 300 employees as sample objects. The research instrument was a 25-item structured questionnaire of the likert type scale. The analytical tools used are principal component factor analysis, correlation and multiple regression analysis. The findings revealed that brand oriented training exhibited a relatively overwhelming effect on employee affective commitment, indicating the importance of acquisition of brand specific skills towards enhancing employees ability to deliver brand promise. It is concluded that internal branding has become an important determinant of employee's affective commitment to organisational values within the banking industry due its potential to elicit internalising of organisational best practices and emotional bonding in alignment with organisational goals. It is recommended that employees affective commitment requires proper internal communication, effective brand oriented training and appropriate leadership styles, towards improved performance and competitiveness in the money deposit banks..

Keywords: Employees affective commitment, internal communication, brand oriented training, appropriate leadership style and internal branding,

Introduction

Many corporate entities all over the world are seeking for various ways to align employees' values with that of the corporate goals. This is due to seemingly disharmony between set target and employees vision, given the fact that employees are required, if an organization must go the extra mile, at driving its values to translate into excellent service delivery, that will ultimately culminate in the product offering to become a brand choice. For this to come to realization, a consumer must have evaluated the brand positively, and this entails being in contact with the product, this of course falls within the preview of marketing employees who are entrusted with the sole responsibility of positioning the product in the market place.

For a business to be successful, the brand should connect with the employees of an organization who are responsible for creating a bond with its customers according to Jordan (2010). Invariably, employees should know, understand, and believe in what the organization stands for; this idea is in line with the concept of internal, or employee branding. It is a new concept in marketing and evolving sub-discipline of branding that has gain widespread acceptability in practice (European Institute for Brand management, 2013). It has further stretched the field of marketing in addition to broadening the scope of the discipline at ensuring that organizational employees align their goals with that of organizational goals. "Internal Branding is seen as a set of strategic processes that align and empower employees to deliver the appropriate customer experience in a consistent fashion.

These processes include, but are not limited to, internal communications, training and development (inclusive of learned experiences) support, leadership practices, rewards and recognition programs, recruitment practices and sustainability factors (Maclaverty, McQuillan, and Oddie, 2007). It is the emotional connection that employees make with their company which serves as a motivation to deliver to customers what the business promises (Jordan, 2010). It is collaborated with the assertions of Allen and Meyer (1990); Meyer and Allen (1991) that emotional attachment to an organization, leads to affective commitment and ultimately leads to an employee getting “involvement, and identification’ towards an organization”.

Organizations engage its employees in a value inculcation process, to ensure that they know what values and cultures they hold dearly to, in order to belief in the product brand attribute they offer to the public. This process could be done by collectively conveying and committing to one coherent brand message, so as to enhance the corporate brand identity to all stakeholders (Roast and Silva-Rojas, 2007). This is due to the fact that the success of a brand no doubt is linked to employees’ behaviours (Scheys and Baert, 2009); hence employees have become the focus of brand management. The underlying issues therefore, are that factors inherent in a consumer branding also takes effect in internal branding (Baldoni, 2004). Being able to align with the brand values can be considered as a specific competence. The concept involves ‘knowing the value of the brand, developing a positive attitude towards the value, and to develop the skills to deliver on the brand value’.

In spite of all these, there has been little effort to measure the effectiveness of internal branding to see if result of the efforts at branding, is consistent with, and are yielding desired outcomes. Maclaverty et al; (2007) asserted that only a minority of those involved in the practice of internal branding attempt to measure the effectiveness of these efforts. This necessitated the need for this study, having to delve into an area that seems a major concern to researchers and practitioners alike, by measuring the effect of internal branding on employee effective brand commitment. This is sequel to challenges faced by many organisations at avoiding role incongruence between employees and their employers.

As a result, to elicit brand commitment among employees is a challenging task for many managers (Burmam and Zeplin, 2005). It is therefore common to see most organisations in both public and private sector in Nigeria today, having to be in conflict with their workforce over their work attitude characterised by absentees, truancy and lack of enthusiasm and dedication towards organisational goals due to none commitment to the desired goals of organisations. The lack of synergy between organisational leadership and subordinates is inherent due to internal communication gap as well as lack of adequate training bordering on organisational developments that are aimed at imbibing organisational values. This seems to have significantly impacted negatively on employee’s perception of organisational brand values. In the increasing competitive financial environment, the financial services sectors especially banks are going through a lot of transformation. Banking sector occupies a strategic position in the financial architecture of an economy. In Nigeria the banking sector plays a major role in the implementation of policies and programs of the Federal Government. Nigerian deposits money banks play an intermediary role of accepting deposits from surplus units and channel same to deficit units for investment purpose, among other functions.

A sound and profitable banking system is key to the stability of a country’s financial system. One of the ways that Nigerian banks earn profit is through interest rate spread, which is the difference between rate on deposit and interest rate on loans. The importance of bank performance has drawn attention of researchers, bank management’s shareholders and bank regulatory authorities to the factors that determine profit of banks (Athanasoglou *et al.*2005). Thus employees as a critical resource to organizational performance in the deposit money banks have become an issue of increasing concern especially towards their commitment and emotional attachment to organizational values.

The Problem

The challenging environment the Nigerian banking industry has been grappling with in recent years, has necessitated concern for internal branding research. However insufficient attention seems to be given to the relationship between internal branding activities and employee affective brand commitment in the deposit money banks. The importance of internal branding appears not still able to be directly compared with other marketing element, as there is still not enough research on internal branding to result in a solid finding that is germane to other marketing issues. The degree of importance of internal branding in the real world still remained unexplored.

Bank managers still find it difficult to communicate stories of on-brand behaviour to co-workers. This may discourage and hinder on-brand behaviour practices among employees. Brand behaviour may be generic when employees are trained in order to express behaviours that can project the brand and align with organisational values. Therefore this study is focused on driving employee's affective commitment through internal branding.

Theoretical Consideration

Concept of Internal Branding

Internal branding refers to the set of strategic processes that align and empower employees to deliver the appropriate customer experience in a consistent fashion. These processes includes, but are not limited to, internal communications, training support, leadership practice, reward and recognitions programmes, recruitment practices and sustainability factors" (Maclerverty, McQuillan, and Oddie, 2007). Christine (2003) sees internal branding as the process of a company educating, indoctrinating, and training its employees to also encourage and empower them to live it out on the job and be loyal to their organisations. This definitions shows that there is a formal process that empowers an employee, in order to align and deliver an appropriate experience to the consumer. Brands according to Baldoni (2004) are ways by which we identify our priorities. While consumer brands help us simplify our lives and streamline our selection making process, 'internal branding enables employees to prioritize their most precious resources which are time. In looking at the concept of internal branding, Baldoni (2004) likened it to brand definition, which is a sum of identity, image, and aspiration. He went further to state that identity is what the brand stands for, image is what the brand represents and aspiration is how the brand makes us feel.

Internal brand identity represents the culture and values of the organisation, image is aligned to vision and mission of the organisation, and aspiration stands for what the organisation will do. The underlying factors inherent in a consumer brand according to Baldoni (2004), also take effect with an internal brand. All organisations need to do is to link their corporate brand to their culture and values in order to create an internal brand. According to him, this may be due to the fact that internal branding helps improve credibility and strengthens the bonds of trust between leaders and employees. De-cheratony and Segal-Horn (2001) stated that internal branding helps facilitate brand commitment. Internal branding has also been to affect effective commitment. This is in line with Heskett (1987) assertion that for an affective functional internal branding process, employees have to know the brand values, need to deliver and act in consistence with the values with a view to increasing commitment to deliver the brand promise. In research conducted by Almgren et al (2012), on the relationship between internal branding and affective commitment of customer contact employees that identified internal branding variables such as brand oriented leadership. They further suggested that certain internal branding activities could effectively command affective commitment of employees.

Baldoni (2004), likened differentiation in internal branding to complimenting identity and image, he stated that when strong and sharp, internal branding could enkindle spirit d' corps and acts as an essential recruitment and retention tool within an organisation, however, he argued that when internal branding is fuzzy and indistinct it may lead to declining morals and employees defections.

Employee Affective Commitment

Meyer and Allen (1991), Mowday, Porter, and Steers (1982), sees affectively committed employees as having a sense of belonging and identifications that increases their involvement in the organisational activities, passion to pursue organisational goals, and remain with the organisation. In supporting the factor of employee's commitment as a tool of sustainable employee performance, Allen and Meyer (1997), Mowday et al (1982), stated that there is an association between affective commitment and absenteeism, employee performance, and then, turnover for the organisation. Every Organisation's aim is to build an effective workforce by recruiting employees who will take the organisations duties as a personal task in other to uplift the goals of the organisation at every point. This is because central to organisation goals is the attitude of the workforce in achieving these goals. It then requires that organisations, would head employees who must strive to identify, and internalize organisational practices towards effective performance with the company at all times, get involved with its ideas, and beliefs, then get attached emotionally. This is sequel to the fact that employees emotional bond to their organisations according to Rhoades, Eisenberger, and Armeli, (2001) has been considered an important determinant of dedication and loyalty. This is the concept of commitment (Affective) which though is been a difficult concept according to Meyer, Vandenberghe, and Becker (2004) to define.

This is of the fact that employee's commitment has consistently been a major focus of inquiry given its predicative power on employees and organisational outcome (Meyer et al, 2002). Affective commitment is seen by Meyer and Herscovitch (2001) as a force that bonds an individual to a course of action that is of relevance to a particular target. This was buttressed by Allen and Meyer (1990); Meyer and Allen (1991) that emotional attachment to an organisation, leads to affective commitment.

Internal Communication and Employee Affective Commitment

Several authors have re-echoed and stressed that the brand and its values must be communicated in order to project the brand's value to customers through on-brand behaviour. Example of such could be the use of stories because De-Chermatony et al, (2006) argued that story telling is a way of letting the employees know what brand values and its meaning seem more comprehensive for them. Henkel et al, (2007) supported De-Chermatony stating that brand values will look less abstract when communicated in story form. Burmann and Zeplin (2005) stated that story telling is made more convincing when information about a brand is communicated among peers. De-Chermatony and Cottam (2006) in their own view, urge managers to communicate stories of on-brand behaviour to co-workers, in other to encourage and facilitate on-brand behaviour practice among employees. They suggested that mere story telling should be supported with interactive process such as brand workshop. This he stated, is likely to increase knowledge of values, brand commitment and on-brand behaviour.

Ashraf et al (2011), in their study in Pakistan telecom sector, found out that employees use the knowledge of their companies brand value as it influences their decisions on external customer requests as they understand how to encapsulate branding effort to work activities by understanding the skills and knowledge required. They found a mean value of 1.93 to justify their findings that professionals in Pakistani telecom sector lay emphasis on the integration of their firm's brand message into their general work activities. Punjaisri et al (2009) in their study found that internal communication seems to have a strong impact on commitment and on-brand behaviour of customer contact employees than training program, while Almgren et al (2012) found the contrary. In a study by Zeffane et al (2011), it was discovered that communication appears to have correlation with employee's trust, and in their words, trust is preceded by effective communication and that in turn affects commitment.

Thus we hypothesized that;

H₁: *There is significant relationship between internal communication and employee effective commitment.*

Brand Oriented Training, Development, and Affective Commitment

Training has been defined by Schuler and MacMillian, (cited in Jehenzeb et al, (2012); "as providing a significant role to the organisational effectiveness". Organisation that provides training opportunities to their employees gives signal to show of care (Ashar, Ghafoor, Munir, & Hafeez, 2012). They stated that it shows an acknowledgement of significance in terms of overall organisational performance. Groot and Brink (2000) stated that workers prefer such organisations that offer training because it increases employability. Punjaosri et al (2009) suggested that training programmes enhances general skills to carry on with daily work activity as well as brand specific skills in order to enhance employees' ability to deliver brand promise. They also argued that training significantly increases brand identification and hence, commitment. Henkel et al (2007) also stated that employees must have to be trained in other to express behaviours that can project the brand.

In a study by Batool and Batool (2012) on the effects of employee training on organisational commitment, they concluded that training and employee progress completely are linked with managerial competitive advantage. They stated that training promotes competitive advantage in the context of job satisfaction and performance and asserted that sustainable job training and progress leads to employee job contentment and better achievement. In a study by Ashar et al (2012) on the impact of training on employee commitment and turnover intentions, it was discovered that there is a correlation between training and affective commitment yielding a correlation value of .653. They stated that a unit change in perceived availability of training will brine a 0.736 unit change in affective commitment. Also, Jehenzeb et al (2012) found that availability of training is a predictor of organisational commitment. Their finding shows a positive correlation between both variables. Almgren et al (2012) also found a positive impact of brand oriented training on effective commitment in their studies on the relationship between internal branding and affective commitment, with regression score of 0.169 for the predictor.

Ashraf et al (2011), in their study of the role of the impact of human resources management on internal branding in the telecom sector in Pakistan, found that training is provided to help employees use brand values and acquired knowledge to make staffing decisions. They found an overall mean value of 1.90, which can be deduced as the employees perceived human resources efforts in line with internal branding initiatives. This is in collaboration with Lings, Gudergan, and Beatson (2007), Mills and Mangold (2004), Lovelock, Vandermerwe and Lewis (1999) assertions that training is considered greatly impacting and delivery of brand values. For Killer (2003), Wallace and De-Chernatony (2001), training propels employees to put up brand supporting behaviours.

Thus we proposed that;

H₂: *There is a significant relationship between brand oriented training and employee effective commitment.*

Leadership Styles and Employee Affective Commitment

Leadership in recent times has become one of the most popular areas of research interest in management sciences. Leadership style is the particular pattern or strategy a leader applies in a particular situation to achieve specific goals of an organization. Porter (2006) portrays leaders as strategist (Bartol, 2010). Leadership style can refer to a leader's way of getting things done such as accomplishing goals and set targets. Leadership style is a key determinant of the success or failure of any organization. The relationships between the leader and employee, as well as the quality of employees' performance, are significantly influenced by the leadership style adopted by the leader. (Jeremy et al, 2012). Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. (Obiwuru et al, 2011). Organizational leadership plays a pivotal role in shaping the behavioural and directions that the organization and its employees move towards the goals and values of the entity. Khan (2010) stressed that management should be made to account for the delivery of brand promise by customer contact employees. This shows that there exists a link between leadership and employees in the delivery of brand values.

Great leadership according to Wallace et al (2011) is crucial for organizations in order to achieve on-brand behaviour and that management should act as a role model to create brand commitment. Chou (2013), stated that the result of his study demonstrated that the action of supervisors are effective and compelling indicators of employees perceived organizational support, and affective commitment to change which has supported other study findings. Leadership style should de-emphasize rewards based on employees behaviour in order to increase the commitment of employees but rather, try to be a role model to the employees and tutoring them to be committed towards delivering brand values.

Therefore, we hypothesized that;

H₃: *There is a significant relationship between leadership style and employee affective commitment.*

Deposit Money Banks

The objective of every business organization is to make profit and maximize it, deposit money banks are no exception. In the study of Flamini *et al* (2009), on the determinants of commercial bank performance in sub-Saharan African, using 41 countries including Nigeria and 389 banks, they found out that bank performance are high in sub-Saharan African than other regions in the world. The study discovered that the average return on asset of sub-Saharan commercial banks was about 2 percent per annum from year 1999 to 2009, and this rate is significantly higher than bank returns in other parts of the world. Banks serve as catalysts for economic growth and development in any nation through provision of efficient payment system and facilitating the implementation of monetary policies. Globally, governments strive to involve an efficient banking system in order to promote effective intermediation, protect depositor's funds, encourage stiff competition, stabilize and maintain confidence in the system, as well as protect system risk and collapse.

Factors determining banks performance was broken down into two major factor, internal or endogenous factors and external or exogenous factors (Al Tamimi, 2010; Aburime, 2005). Internal factors are bank level or bank specific independent variables that are under the control of management of the banks. They are policy objectives and programmes designed by the bank management which greatly impact on the banks profitability. Some of the internal factors of bank performance used in previous studies include: Deposit liability, Capital adequacy, bank size, operating expenses, loans and advances, number of staff, number of branches, liquidity, credit risk, market power, management efficiency, etc

The factors which are within control of bank management are referred to as internal factors to build organizational commitment in the money deposit bank sector, employee alignment and attachment to organizational area of interest. Burman and Zepline (2005) viewed employees brand commitment as the extent of psychological attachment of employees to the brand which influence their willingness to extent efforts towards reaching the brand goals. Therefore driving employees commitment will ensure that organizational values and goals are strictly adhered to towards effective organizational performance in the banking sector.

The Theoretical Framework

The Theory of Brand Loyalty

The theory of brand loyalty as postulated by Jagdesh, Sheith and Park (1974) sees brand loyalty as a positively biased emotive, evaluative, and / or behavioural response tendency towards a branded, labelled or graded alternative or choice by an individual, in his capacity as the user, the choice maker, and or the purchasing agent. The brand loyalty theory is made up of three distinct dimensions as follows, the first being the emotive tendency towards a brand. It refers to the affective (like-dislike), fears, respect, or compliance tendency that consumer systematically manifested more in favour of a brand than other brands in the market place. The emotive tendencies are believed to be learned by the consumer either from prior experience with the brand or from non-experiential or informational services, formed by the employee of the organization by way of always identifying with the corporate goal.

The second dimension is the evaluative tendency towards the brand. Sheith and Whan Pack refer to it as the positively biased evaluation of the brand on a set of criteria which are relevant to define the brand's utility to the consumer. How an individual evaluates the brands is personal and is not subjective to any formal way of doing so. However, they emphasized the evaluative tendency dimension of brand loyalty is also learned by the consumer either from prior experience with the brand or from non-experiential or informational source. The third dimension is the behavioural brand loyalty which is the tendency towards the brands, and refers to as the positively biased responses towards a brand with respect to its procurement, purchase, and consumption activities and includes all the physical activities of shopping, search, picking up the brand physically from the shelve, paying for it and consumption or systematic usage in a biased way. It represents, the time and motion study of the consumer as he behaves towards the brand in a positively biased way. The tendency of behaviouralism is learned essentially from the experience of buying and consuming the brand or from generalization of similar tendencies towards other brands. The three dimensional theory of brand loyalty of Sheith and Pack (1974) though is not present in every situation where brand loyalty prevails, rather, they stated that it depends on the product users and upon consumer. The dimensionality may be as simple as any one of the above three dimensions or as complex as all the three noted. The implications of the three dimension of theory of brand loyalty to the present study is that when employees forge an emotional attachment towards the organization through some seemingly process as outlined by the dimensions, there would be a positive behavioural response towards the organization by the employee.

The Methodology

The survey research design method was employed. The study covered the 16 money deposit banks operating in Asaba metropolis in Delta State, Nigeria, with a total population of 995 employees. With the aid of sample frames from human resources department of each of the banks. Out of which the total number, 300 staff were selected as the sample objects through stratified random sampling technique. The research instrument was a 30 item validated structured questionnaire. All the items were adequately assessed on a seven-point balanced likert scale.

Measurement Assessment

To validate the research instrument, Straub's (1989) process of validating research instruments in MIS research was adopted in terms of convergent and discriminate validity. Thus a Principal Component Factor analysis (CFA) with varimax rotation was conducted to investigate the distinctions among internal communication, brand oriented training, leadership style and employee affective commitment of the measurement scales As depicted in table 1, all factor loadings exhibited values that are above 0.70 for each construct, indicating a strong goodness of fit. Thus the instrument demonstrated convergent validity. Therefore the result demonstrated that each of the four constructs is unidimensionally and factorially distinct and that all items used to operationalize a particular construct are loaded to single factor. As shown in table 1, the instrument demonstrated convergent validity with factor loadings exceeding 0.07 for each construct.

Table 1: Factor Analysis Results: Principal Component Extraction

Scale Items	Internal communication(IC)	Brand Oriented Training(BT)	Leadership Style(LS)	Employee Affective Commitment(EC)
IC1	0.798			
IC2	0.811			
IC3	0.871			
IC4	0.789			
BT1		0.779		
BT2		0.822		
BT3		0.767		
BT4		0.819		
LS1			0.855	
LS2			0.768	
LS3			0.833	
LS4			0.828	
EC1				0.801
EC2				0.773

Suppress absolute values < 0.05

For the reliability check; The test-retest method was used to estimate the internal consistency. This involved repeated administration of the same type questionnaire. In this regard, the same questionnaire was administered twice to same respondents at interval of four weeks. The reliability was established by assessing the internal consistency of the items representing each construct, using cronbach alpha index. Favourable reliable scores were obtained from all the items since all co-efficient values were above 0.6. Thus exceeding the minimum benchmark of cronbach alpha value (0.6) recommended by Malhotra (2004).

Table 2: Correlation Matrix among the Dimensions of Internal Branding and Employee Affective Commitment

	1	2	3	4
1. Internal Communication	1			
2. Brand Oriented Training	.365**	1		
3. Leadership Style	.449**	.466**	1	
4. Employee Affective Commitment	.297**	.356**	.338**	1

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

The correlation analysis as shown in able 1 reported that internal communication exhibited positive and significant correlation with affective commitment (r=0.297 ** P<.01). Brand oriented training also exhibited positive correlation with affective commitment (r = .356** P<.01). Finally, Leadership Style exhibited positive and significant correlation with employee affective commitment (r=.338** P<.01).

Table 3: Multiple Regression Analysis of Dimensions of Internal branding and Affective Employee Commitment

Model	Unstandardized coefficients		Standardized coefficient	T	Sig.
	B	Std Error	Beta		
(Constant)	8.255	1.497		5.515	.000
Internal Communication	.125	.081	.138	1.546	.124
Brand Oriented Training	.203	.018	.226	2.510	.013
Leadership Style	.147	.081	.170	1.809	.073

a. Dependent variable: employee affective commitment

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	std .Error of the Estimate
1	.423 ^a	.179	.161	1.6415

a. Dependent variable: employee affective commitment

b. Predictors: (constant), internal communication, brand oriented training and leadership style

Discussion

The study is focused on driving employee affective commitment through internal branding. The results of the correlation analysis involving all the indicators of internal branding reported positive correlation coefficient values among the measures. This indicated that they are appropriate dimensions of internal branding. The results from the multiple regression analysis recorded the effect of internal branding on employee affective commitment. The three variables of internal branding; internal communication ($\beta = .138$; $P < 0.01$), brand oriented training ($\beta = .226$; $P < 0.01$), leadership style ($\beta = .170$; $P < 0.01$) exhibited statistically significant positive effect on employee affective commitment.

The result provided support for the H_1 test result which indicated that there is statistically significant positive relationship between internal communication and employee affective commitment. This is evident in De-Chernatony et al (2006) view, that comprehending brand values by employees makes them able to understand them and forge commitment to project the values to customers through on-brand behaviour. As transformation of brand values into daily activities of employees will further increase the comprehensible nature of values (Punjarise and Wilson, 2007). But for this to be affective, there should be an on-going process of communication, as internal communication operations must be ongoing and continuous if they are deemed to be effective (Wilson, 2001). These assertions were also supported by the study conducted by Ashraf et al (2011), where a mean value of 1.93 was found to justify the claim that professionals in Pakistan telecom sector lay emphasis on the integration of their firms brand messages into their general work activities. This is in agreement to Zulhamri and Claina (2012), assertions that the practice of internal communication in organizations is crucial because it treats employees with immense value to attain organization objectives.

Similarly, the findings indicated that brand oriented training is found to have significant positive relationship with employee affective commitment ($\beta = .226$, $P < 0.01$). The findings provided support for the result of H_2 which stated that there is a statistically significant positive relationship between brand oriented training and employee affective commitment. This is in agreement with Almgren et al (2012) findings, which affirmed that there is a positive impact of brand oriented training on employee affective commitment, with a regression score of ($\beta = .226$, $P < 0.01$) for the predictor. Ashraf et al (2011), in their study of the role of the impact of human resources management on internal branding in the telecom sector in Pakistan, found that training is provided to help employees use brand values and acquired knowledge to make staffing decisions. They found an overall mean value of 1.90, which can be deduced as the employees perceived human resource efforts in line with internal branding initiatives. This is in collaboration with Ings, Gudergan and Beatson (2007), Mills and Mangold (2004), Lovelock, Vandermerwe and Lewis (1999) assertions that training is considered to greatly impacting the delivery of brand values. Keller (2003), Wallace and De-Chernatony (2005) also stated that training plays a role in employees delivering of brand image as according to De-Chernatony (2001), training propels employees to put up brand supporting behaviour.

In the same vein, leadership style has positive effect on employee affective commitment ($\beta = .170$, $P < 0.01$). This finding provides support for result H_3 test which indicated that leadership style has statistically significant relationship with employee affective commitment. This is in agreement with the findings of Jeremy et al (2012) which affirmed that the quality of employee performance and commitment are significantly affected by the leadership style adopted by the leader. Burmann et al cited in Almgren et al (2010) argued that leadership is also an important ingredient in internal branding and that the implementation of brand related leadership alongside internal communication and training programs should be seen as a long term process that leads to employee commitment and on-brand behaviours. However, Aurand et al (2005) stated that branding is constituted of more than just communicating the brand values to employees; it also includes the recruiting, training and motivation to make employees committed to deliver the brand

Conclusion

In the generality of the above, the following conclusions were made. Internal communication ensures that employees adapt the brand messages to give out consistent values. It makes it easier to comprehend what the organizational brand values are and to translate such into daily activity. It also encourages and fosters on-brand behaviour, as internal communication is a means for fusing employee's goals to organizational outcome. Also, brand oriented training has been noted for yielding consistent employee's positive performance outcomes. As it creates the room for employees to understand and be oriented to the brand values, and spread them to customers.

It has also been noted to impart brand specific skills to improve employee's ability to deliver brand identification, promise and commitment. Training therefore is the technical workshop of every organization for overhauling defective system. Leadership style plays important role in enhancing the interest and commitment of employees to the organisational goals. It plays a pivotal role in shaping and directing employees to be committed to delivering of brand promise. Thus it is concluded that leadership style practices drive the process of employee affective commitment to the delivery of brand promise

Recommendations

The following recommendations were made with respect to the review of related literatures as well as the observations made towards the study. In order for an organization to effectively align its brand values with those of the employees, every organization should set up an internal communication unit whose duty it is to set out an effective communication program that is consistent with the organization brand image. Also, the human resources department of every organization should organize refresher courses periodically for deserving employees of the organization in other to keep them abreast with latest trend in the industry sector so as to avoid being obsolete in an ever changing technologically driven competitive environment. Furthermore, attention should be given to effective leadership style towards evolving a culture of employee commitment to the attainment of organisational goals.

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