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## The Relationship between Internal Branding and Organizational Citizenship Behaviour: The Mediating Role of Person-Organization Fit

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### Abstract

This study is an effort to examine an association between Internal Branding (IB) and Organizational Citizenship Behavior (OCB) with the mediator role of a Person-Organization fit (P-O fit). The main goal is to integrate internal branding and organizational citizenship behavior and reveal the potential relationships between the two constructs. A survey questionnaire form was used to collect data and 349 employees, who currently work in an organization, participated in the study. The findings showed that there is a significant association between internal branding and organizational citizenship behavior. On the other hand, it was found that person-organization fit does not mediate the relationship between internal branding and citizenship behaviour.

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### 1. Introduction

Building strong brands through fostering positive customer experience and creating high customer loyalty is an extremely challenging but also a considerably significant route to achieve sustainable competitive advantage for organizations today. Top management calls for not only marketing and sales departments and/or direct customer-connected employees but the whole organization members to internalize the brand's identity, translate brand values into their everyday work attitudes and behaviours and to become brand ambassadors (Asha & Jyothni, 2013; Burman, Zeplin, & Riley, 2009; Burmann, & Zeplin, 2005; Ind, 2001).

Organizations expect their employees to be the pioneers of the employer brand who consistently deliver on the brand promise across all contact points, who are proud to speak in favour of the employer brand and the organization itself and to work for the organization (Asha & Jyothi, 2013). However, for this to happen, employees should first identify themselves with the brand values. When employees identify themselves with the brand, they will act in the way that supports the brand identity, which will develop brand commitment. Commitment to the employer brand will facilitate employees deliver on the brand promise across all stakeholders including customers. Before employees get motivated to fully meet external customers satisfaction, they must internalize the brand and its values (Miles and Mangold, 2004). For this reason, internal branding (IB) or internal brand management (IBM) is considered as a significant strategic process within the organization (Asha & Jyothi, 2011).

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