



Brand Specific Leadership and Employee Brand Building Behavior: Mediating role of Internal Branding Mechanisms

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ABSTRACT

This study aims to comprehend the relationship between brand specific leadership on employee brand building behavior with the mediating role of internal branding mechanisms. Sample size was 371 with an aim of targeting the working in both working private and public sector organizations of Karachi, Pakistan specifically in the management-level from Senior Officers till General Managers. Correlation and regression were performed for testing the proposed hypothesis. The results indicate a significant and positive relationship among all the variables used in this study. Moreover, it was also proven that by adding the right internal branding tools, the quality of leadership can be enhanced in shaping the behaviors of employee towards the brand offering. The current study has addressed the implications for the managers to observe how the role of leadership can play an important role in building the behaviors. The study can be used as the prospectus to understand the significance of building brand behavior in the employee's mind to both private and public business sectors.

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Keywords: Brand Specific Leadership, Internal branding Mechanisms, Employee Brand Building Behavior.

Introduction

The concept of shaping employee behavior towards organization as a premium brand is emerging. In the light of present practices taking place in the business world, researchers and experts have suggested that every performance of a brand that becomes successful or unsuccessful always lies with in employee performance (Altindaga & Kosedagi, 2015). According to Morhart, Herzog, & Tomczak (2009) organization brand value is aligned with the behavior of employee; thus, continuous coordination can decrease the disparity

between the commitment and delivery expected from the consumers. Yang, Wan, & Wu (2015) claim that organization corporate image reflects information in the customers mind by presenting a series of combinations, thus this initiated the discussion of employer branding as how significant it has become among employees being aligned with business goals and objectives. Ideally the role of employer branding discusses about building employee's behavior towards the brand in order to deliver the service that is committed with the consumer. In the study

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of Vallaster & Chernatony, (2006) the corporate leaders have identified brand image as the driving force in the minds of employees and let them behave in accordance with it; thus, focusing on Internal Branding solutions. The study of Liua, Kob, & Chapleo, (2017) describes that increasing branding initiatives within the organization has let employees to perform better as they associate themselves in line to business objective and ensuring the delivery of services by maintaining the corporate image. The study of (Boukis, Gounaris, & Lings, 2017) the mechanisms of in-house branding increased employee fitness to the service environment and also enhancing the knowledge of the brand itself in the mind of employees to extract efficiency in the overall organization performance. According to the study of Jiang & Iles, (2011) the promotion of internal and external organizational value to the existing employees depends upon organizational initiatives taken to establish the sense of loyalty with one another.

The study of Maxwell & Knox, (2009) highlights the significance of this discussion and initiatives taken to promote internal branding measures for positive corporate branding that derives employee behavior towards the brand. According to the research of Sujchaphong, Nguyen, & Melewar, (2015) that to perform well in the competitive market, concept of aligning the overall value of brand with employee behavior consistency is gaining reputation in the internal organizational mechanisms. There has been limited knowledge expansion in spite of the significance of internal value building for shaping behavior towards the brand of employees (Qionglei, Yousra, A, & Suraksha, 2016).

Keeping in view the above discussion, in order to examine the impact of the right methods of control and measures it in line with internal branding processes for to observe the behavioral changes of employees towards the brand that ultimately effects the business outcomes and organizational performance the following study has been executed. The discussion to Internal Branding, this study is relevant for the employers belonging from both private & public sectors for shifting their leadership framework to be more employee & brand oriented by working internal branding processes in order to empower staff and successfully accomplish the business goals & objectives.

Literature Review ***Underpinning Theories***

The emerging trend of increasing brand value shifted the mindset of the modern leaders towards shaping the behavior of workers in relation to the brand offerings. Having this state of mind, many of the researchers are studying and have been able to propose models and findings that explains the underlying factors in relation to engagement that directly influences the actions of people towards the value that is promised by a brand which is to be delivered. Contributing to the study of leadership, the research study of Morhart, Herzog, & Tomczak, (2009) suggested that the behavior of a leader is associated with the consistency of portraying oneself to be as an inspiring individual that derives motivation among people in order to influence positively and increase the level of ownership towards the promise that is to be delivered by the brand and gain the level of trust of the target audience.

The concept is originally proposed in the theoretical study of M.Bass, (1990) who proposed that leaders who are possess certain qualities and characteristics are in the position of influencing workers for the desired outcome. The theory of transformational leadership style which explains that effect of leadership that shows the potential of inspiring, influential, considerate and derives motivation contributes in engaging employees more towards the offerings of the brand as it creates a positive outlook in the mind which is observed in the performance driven conduct, hence by contributing to the study of leadership and building brand behavior, this research is planned to highlight the significance of transformational leadership is shaping up attitudes leading towards engaged manners keeping in contrast the offerings of business for the potential buyers.

Empirical Reviews

In the context of managerial empowerment towards the growth of employees is discussed, many of the past researchers have claimed that to identify the value of buyers it is important to locate the relationship of the brand value offerings with their personality Jauhari, Singh, & Kumar, (2017) that by having a vision sharing and the ability of benchmark the future surrounded by the values of business many of the laders tend to evoke followers to act in accordance by sharing messages that tend to express positivity of the business, inspiring statement providing insight of the mission anf to build the driving force by considring and identifying the needs of various individuals from time to time. The tree to prosper organziation is to have them take all the interest in the problems of organziation as their



concerns to let one increase the ability to think and act in abundance to ensure the meeting of the need, whereas the follower is tend to expect the right of sheer compensation and benefits for competency shown letting the business embark towards the set objectives.

According to Uen, Wu, Teng, & Liu, (2012) study which suggests that based on the fact of transforming brand perception in employees; organizational leaders tend to outlook and show case oneself as the example of choice models in the current and upcoming stream of workplace staff members. For to extract the desired performance there has been a connection between the two parties and with continuous nourishment in form of assistant to fulfill the integral rate of actions coming out from the workers in making the brand worthy in the eyes of the being who is the potential buyer of the cause. Also, findings from Henkel, Tomczak, Heitmann, & Herrmann, (2007) says that to attain a much firm hold on the brand promise for an employee there has be the right intent towards the empowerment with having the sense of inspiration and not so conventional as rigid style and apparatuses of managing people to increase the associate and stable the ownership of the brand in the eyes. With the emerging trends of meeting consumers need and maintaining competition, organizations have initiated by putting up efforts to work on market building practices. The study of Terglav, Ruzzier, & Kase, (2016) suggests that proposing of various methods brand the business and to align employees in line with the brand offerings as with the different cluster of tools and apparatus that is the utility of people a business can build the tendency of gaining the edge over other things with whom it is competing. As per (Sahu, Pathardikar, & Kumar, 2017) who has mentioned that by rightfully utilizing the most key assets that is human, the leadership can be able to inspire and justify the style to be of a much larger value if the deriving of conduct of its people is done through appealing team members. For a business to be in line with the what it claims to offer is to intact the people in such a way that all the practices are done in relation the vision of organization and for that the style of right management and leadership shows a significant form of actions by including diversity and hearing out people in a way to promote cognitive exercises and have the sense of openness to ideas and criticism to initiate the sense of intrinsic deriving force in the workers for much smoother outcomes. (Yan-Hong, Ying-Ying, Yong-Xing, & Li, 2016) study proposed that, to have a cluster of multiple cultures and various arguments, a leader must possess the capacity to influence by including

compelling characteristics or methods to stimulate the sense of wisdom and self-consideration cause an influence to be social which becomes the right ideology for employee development towards the offerings by the brand. Li & Sun, (2014) to let an employee sustain the pressure of various projects on and off the job also all the factors that idealize the evaluation of perfoamcne of an employee, a leader must have the capacity to to raise the voice of thoughts and emрге as the solution provider in the eys of its people as he/she has the owenership to tell what is right or wrong fgor the buisiness through both mechanisms such formal and informal, however there should also be a deriving force that can be able to manipulate an employee in a positive way and let them use the ability to think strategically for the business in order to keep more ownership. Luo & Liu, (2014) study explains that to let employee contribute for the betterment of the business significantly it is important to keep in consideration the emotive side of the life rather than just focusing on the fulfilling the targets to flourish the business. It is said that there has to be a form of relationship among parties, but concise and slight investigations show the effect of ability of a leader to be able to transfer messages related to organizational values to shape employee's beliefs and principles and most importantly trust to get the most out of an individual in multiple situations and where in necessary. Another school of thought by (Chen & Lee, 2015) emphasize that rather than putting up efforts in going for getting an edge over competition, the current business practices has been putting more focus on increasing the value in the eyes of employee about the brands and claims to earn the maximum amount of output once the relationship gets stronger and all is has to do with the techniques used by the leaders to provide interactive and knowledge based work environment where new channels of communications are open for sustainable business growth to achieve the area where efficiency lies beneath.

H1: Brand Specific Leadership has a significant impact on Employee Brand Building Behavior.

For decades the idea proposing the force that effects the entire business horizon is the utility of promoting that employer internally into the business as it to demonstrate the rebranding of the management is on verge of changing in the current applications of business studies, Erkmen & Hancer, (2014) that the conduct shows by the employees who are direct to a consumers is the most important and is has to be addressed in any mean, therefore the objective is to check what internal promotion are being comprised



in doing so. According to (Preez, Bendixen, & Abratt, 2017) in the early 1970s the emergence of employee being the internal consumers was formed and the same practices of idealizing them as the potential stake holders was made one of the key practices in the race to become an identity. In order to develop or create welcoming behaviors of employees to be in line with not with just business objective but also with each customer specific objective the role of promoting internally is vital and used as the major ingredient for the desired results. (Boukis, Gounaris, & Lings, 2017).

The concept of Internal Branding has shown its significance with the in the past researchers as PunjaiSri & Wilson, (2007) findings suggests that with the increase in corporate marketing and Branding ensures increasing awareness in the top leadership that employee play a vital role in shaping the corporate image there it is significant in let them allow to understand the importance of their identity. The study of Sirianni, Bitner, Brown, & Mandel, (2013) suggests the importance of brand positioning in the employees' mind by focusing on various elements to be performed by organizations consisting of strategic alignment addressing customers and employees as one to expect external efforts from the employees for better corporate image in positioning of product and services offered.

Mazzei and Ravazzani (2015) proposed that main resource that is required to be addressed and given proper treatment are the employees. The placement of brand to impact the behavior is essential to provide understandings. For successful management of the brand, the behavior of employee is considered to be the focal point of discussion. The key to have a successful and sustainable advantage over a competition related to diverse range of products employees play a significant role for successful orientation of brand therefore it is important to work on making employee behavior. Kaufmann, Correia, & Manarioti, (2016) refers to query on finding the approaches that assists in bridging the employee as participants with the brands as in the trade point the most important factor to address the buyer is the direct stake holder and representative of the brand. However, the study of King & So, (2013) states that successful brand building behavior is directly affected by in-house brand building activities as the way through which an employee shows his conduct at work, that brings change is buyers experience, as the more positive association of an individual towards a brand is the more it is likely to positively influence the potential respondents to the service

With the growing distractions of identifying the right practices of internal branding the study of Baker, Rapp, & Meyer, (2014) suggests that by drafting and executing right programs of internal branding with careful consideration to quality and quantity will enhance the relevance and meaningfulness trait in the brand perception of employee. Hence based on the earlier studies it is important to main internal branding measures to shape behaviors of employees with respect to brand image for effective organizational performance. Verena, Renk, & Mishra, (2016) it is significant for an employee to know that offering of the brand and it capacity to deliver furthermore the cognitive should comprises of the features that enables a brand to be different than its competition, as this content offers a meaning to the value of the brand by highlighting its exhibition and exclusivity, in order to enable the working characters stood to put forward by comprehending the vision and deliver accordingly by idealizing the right internal communication tools organizations are setting up new ways to keep integration among its people as the more people are integrated the more they value the consumer outside.

King and So (2013). study given an expression that with the decrease or low drivers towards the motivation of an employee towards the brand there will be various forms of difficulties in forming the right foundation of the brand. As employees have a major role to play in converting the sheer identity in both the internals they act as the main driving force. In the case if the behavior is not entitled with the brand identity, all the promotion activities and messages put forwards in bring employees towards the brand will become ineffective hence deriving organization tend to lose its reputation in both shorter and longer run. In the article of (Morhart, Herzog, & Tomczak (2009) that suggests that without defining the brand building behavior of employees the organization will not be able to perform the brand efforts based upon customer orientation. These conceptualizations of employee behaviors have in common the inclusion of generating valuable information for the people once the form of communication is formed having both verbal and non-verbal behaviors possessed by the employees in shaping a brand outcome attitude of a consumer. Hence a voluntary and involuntary behavior can bring positive brand experience if the people of business are line with the organization's mission.

Peculiarly, when a brand is in line with the customer, it has to do with the organization's methods and competency to forward the meaning of the brand to



its people that how an equation is completed and service is delivered resulting in better relationships. Moreover, the findings of Wallace, Chernatony, & Buil, (2013) suggest that trust of an employee in regards to organization commitment is directly proportional to organization practices as with the brand building efforts of employees they are more likely to stay in the organization and be engaged. Working on their behaviors will elevate the chances of success and restoring customer trust. In order to attract new and retain the current people as the heroes, the essence lies in the efforts in measuring and doing transferring the value-added services and share the secret to core features of the brand in order to let them aspire more to deliver what is expected in return.

H2: Brand Specific Leadership has a significant impact on Internal Branding Mechanisms.

Further studies also emphasize that as employees trust towards the brand increases, their adoption of the brand will be expressed in the behaviors showing a positive relationship among branding internally. Piehler, King, Burmann, & Xiong, (2016) proposed that acceptance of the brand would increase by initiating the techniques of branding in house to create a positive outlook of the sort to be in line with the promise the firm has addressed to deliver through its people as it also been observed and measured in multiple sectors and conditions. Behavioral branding is an imperative to keep the brand promise Sujchaphonga, Nguyen, & Melewar, (2015) suggest for long terms effectiveness it is highly recommended to have a liaison between the buyers derived expectations from the brand and the employee consistency of offering the value the firm has promised in order to meet the quality of higher standards. The paper also emphasizes on service and relationship marketing principles to better understand to bring in effect to the citizenship behavior of employee.

Uen, Wu, Teng and Liu, (2012) emphasized on employees that must be considered as sales orientated in order to share the significance of corporate image in their minds as prestige. According to Shaari, Salleh, & Hussin, (2015) in order to provide consumers, the right service it is critically important to use the channels of communications to ensure right services best related to customer by employees themselves. In context to the study of building corporate image, it is vital to understand to impact the behaviors of employees for better services. In regards to the behavior of direct or facing employee`s

behaviors the firm must put on keen focus in shaping the conduct through addressing the pre performance attributes other than addressing the tasks that are slightly important. For to be building a behavior, it is significant to check set standards in relation to the brand promise and provide appropriate guidelines and standard procedures for operations pertaining to work ethics and code of conduct to ensure proper delivery of the brand for the desired outcomes. Porricelli, YuliyaYurova, RussellAbratt, & MichaelBendixen (2014). The study of Liua, Kob, & Chapleo, (2017) suggests that by sharing the focus on high quality customer services the working staff is highly likely to deal better outcomes as they share the meaning of how vital is to build corporate image in front of the potential consumers.

H3: Internal branding Mechanisms has a significant impact on Employee Brand Building Behavior.

Fritz, Schoenmueller & Bruhn, (2017), focus lies in the discussion that fundamentals of right marketing principles does not only imply to external consumers. (Vallaster & Chernatony, 2006) suggests that significance of employees is as vital as meeting with consumer`s demand. The concept internal branding is one of the focal points in both marketing and human resources leaders (Yang, Wan, & Wu, 2015). As indicated by an employer the right use of branding oneself as an employer in the world of personnel management, it is not only restricted providing direct benefits but also there should a be emphasize on rewards that benefits psychologically as a return to the service if the employee is more focused towards building the brand of choice in the line of customers.

The recommendation taken from the study of Garas, Mahran, & Mohamed, (2018) to the employee must act as the main reflection of brand in the eyes of customers and he/she should revolve around the boundaries of the brand offerings with respect to right communication methods to build and affect behaviors of customer`s to be as equal to desired brand image. To be manage employee`s perception towards the business and ensure the timely stay and positive attitude towards the employer, the model is based upon the output of the association with the brand itself that tends to signifies the efforts put forward by employees and highlight their input in making the brand more connected towards the customers (Buil, Chernatony, & Montaner, 2013).

The concept lies in exploring different measures of internal branding mechanisms and how different

leadership styles can examine the motivation of employees towards the corporate image and reshaping the behavior of employees. The methods of taking employer initiatives towards the brand are altered with respect to the knowledge of brand and

working on identifying the needs of employees being a part of multiple demographics.

H4: Internal Brand Mechanism mediates between Brand Specific Leadership on Employee Brand Building Behavior.

Conceptual Framework

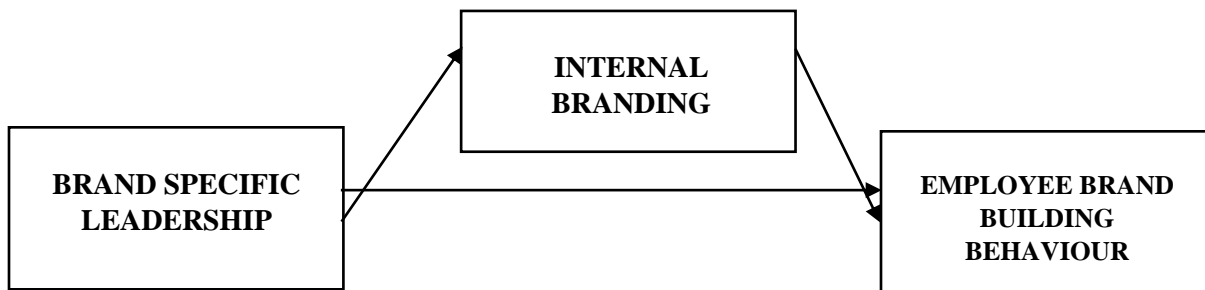


Figure 1: Conceptual Framework

Research Methodology

The current study on building employee brand behavior opted for quantitative techniques where the responses were collected through surveying the target population. are accumulated in form of primary in which a survey has been conducted from the target population the study the variables of concern. The respondents who have been targeted for the study are the people who belong to class in both working private and public sector organizations of Karachi, Pakistan in the management order from Senior Officers till General Managers; as someone who have been involved in managing individuals in order to provide concrete and accurate information pertaining to understanding the role of leadership in enabling employees to be directed towards the brand. Sekaran & Bougie, (2010), recommended to select a sample size of 384 respondents out of large population in order to get more accurate outcomes. Therefore, the apprehensive area of the study is based on the responses of 371 employees who were required to fill the given questionnaire.

According the research study of Farrokhi & Mahmoudi-Hamidabad, (2012). the sampling method used is the unique type of non-probability sample method which is convenience that explains the methodology of sampling and targeting people who are easily reachable. Pertaining to the above

fact, the use of convenience sampling technique has been selected considering the availability of the target audience in order to generate a more generic data for the analysis of research. Since this research is quantitative in nature, therefore five pointer Likert scale was developed consisting of 25 items in total to collect the responses from target population. Scale was adopted from (Nilwala, Gunawardana, & Fernando, 2017), (Punjaisri & Wilson, 2011) & (Morhart, Herzog, & Tomczak, 2009).

For the measurement of the proposed hypothesis of the current study, the analysis will be done on the Statistical Package for Social Science (SPSS) software. While performing the analysis, the study is initially testing the reliability of the items along with the descriptive analysis to extend the explanation of the data by looking at the average value, median and mode. Further the study will continue the analysis through regression to evaluate the data and measure the impact among each other of both dependent and predictors variables. Moreover, Correlation test was run in order to evaluate the state of relationship among variables for the validation of the model and check whether the variable is significantly in relationship with each other based on the proposed model of the study.



According to the study of Hair, Black, Babin, & Anderson, (2010), if the value of Cronbach's Alpha is less than 0.7, the reliability of the items and the study remains doubtful. The pilot testing was done

initially with 60 respondents which is then further analyzed to study the consistency of items among the variables via correlation and regression.

Results & Discussion

Descriptive Profile of the Data:

Variables	Categories	Frequencies	Percentages
Age	26-30 years	19	5.1
	31-35 years	38	10.2
	36-40 years	108	29.1
	41-45 years	149	40.2
	46-50 years	44	11.9
	Over 50 years	13	3.5
Gender	Male	215	58.0
	Female	156	42.0
Qualification	Bachelors	43	11.6
	Masters	250	67.4
	M. Phil	69	18.6
	Ph.D.	9	2.4
Cadre	General Manager	9	2.4
	Senior Manager	24	6.5
	Manager	130	35.0
	Deputy Manager	112	30.2
	Assistant Manager	55	14.8
	Senior Officer	18	4.9
	Other	23	6.2

Table 1: Respondents Profile

The demographics show that out of the total respondents there were 215 (58.0%) were male and 156 (42.0%) are the female respondents. It can be seen that people lie in the range of 26-30 years are 5.1% whereas 31-35 year age bracket are 38 (10.2%) respondents, 36-40 years are around 108 (29.1%). There are 43 (11.6 %) Bachelors, followed by the

major part i.e. 250 (67.4%) of the respondents who have completed their Masters. The study also analyzed the respondents from multiple organizations, serving on different managerial level (cadre-wise) to receive the response. From the given analysis, it can be observed that out of the total sample size a total of 9 (2.4%) are in the capacity of



working as general managers, more over a total of 24 (6.5%) people are working in the capacity of senior managers. Respondents who are designated as managers are 130 (35.0%), where reporting in the capacity of Deputy managers tend to have 112 (30.2) rate of response. As assistant managers there are

around 55 (14.8) respondents, 18 (4.9%) are those people who are in the capacity of senior officers and the remaining 23 respondents (6.2%) are the working professionals who are working in the general capacity but in relation to the study of concern.

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
BSL	371	3.6458	.52387	-.212	1.473
IBM	371	3.8679	.68690	-.964	1.685
EBBB	371	3.8032	.67689	-.768	1.421

Table 2: Descriptive Statistics

In the table above, it can be illustrated along with the details mentioning the distribution of the data. initially with the mean values of the variable that shows that the variable brand specific leadership has a mean value of 3.64 with skewness value (S=-0.212) and the kurtosis value of (K=1.473). Moreover, the mean value of internal branding mechanisms is shown to be 3.86 with (S=-0.964) and (K=1.685). Lastly the value of employee brand building behavior carries the mean of 3.80 with (S=-0.768) and (K=1.421). All the values of skewness indicated that the distribution is negatively skewed towards left where the value of kurtosis indicate that all the values are less than 2 which means that the data set distribution is normal.

Validation of the Model:

Reliability test has been performed out of the information gathered from 384 respondents and the questionnaire is structured consisting of 25 questions which consist items of both dependent, mediating and the independent variables. As stated in the column of reliability testing of 60 respondents, the value of this test should be greater than 0.7 which indicates a consistency of the items. A total of 371 respondents have been analyzed to validate the reliability of the questionnaire before further analysis based on the consistency of the items. The table illustrated below consolidate the reliability analysis of the variables selected for the study.

Reliability Analysis

Variables	Items	Cronbach's Alpha
Brand Specific Leadership	10	0.920
Internal Brand Mechanisms	9	0.865
Employee Brand Building Behavior	6	0.819

Table 3: Reliability Analysis

Correlation Analysis



		BSL	IBM	EBBB
BSL	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	371		
IBM	Pearson Correlation	.696**	1	
	Sig. (2-tailed)	.000		
	N	371	371	
EBBB	Pearson Correlation	.565**	.729**	1
	Sig. (2-tailed)	.000	.000	
	N	371	371	371

Table 4: Correlation

In the above-mentioned table, where correlation analysis has been performed it can be seen that all the variables are positively related among each other. As the analysis shows the relationship between the variables of concern it can be observed that according to the Pearson Correlation statistics the variable Brand Specific Leadership (BSL) has a value of $r=0.556$ in relation to Employee Brand Building Behavior (EBBB) which shows a moderate positive relationship between them. However, according to the Pearson's value that is $r=0.696$ denotes that there exists a moderately high positive relationship between Internal Branding Mechanisms (IBM) and Brand Specific Leadership (BSL). Furthermore, in the table it can be observed that the value of person correlation of $r=0.729$ denotes that there is a

moderately high positive correlation between Internal branding mechanisms (IBM) and Employee Brand Building Behavior (EBBB). With reference to the analysis above it can be demonstrated that all the variables are positively in relationship among one another which proves one of the objectives considering the present study.

Regression Analysis

In order to check that there is a significant impact of Brand Specific Leadership on Employee Brand Building Behavior with mediating effect of Internal Branding Mechanism following analysis have been performed

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.733 ^a	0.537	0.535	0.46158

a. Predictors: (Constant), IBM, BSL
b. Dependent Variable: EBBB

Table 5: Model Summary

The above illustrated table shows the value of adjusted R square is 0.535 which illustrates that there is a variance of 53.5% to observed in the dependent

variable that is employee brand building behavior is explained by the independent variables brand specific leadership and Internal branding mechanisms. The



variance is predicted by the constant variables as shown in the table above to detect the level of impact

on the dependent variable.

ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.119	1	45.560	213.837	.000 ^b
	Residual	78.406	368	0.213		
	Total	169.525	370			

b. Predictors: (Constant), IBM, BSL

Table 6: ANOVA

With reference to the above table which explains the significant level of tested model. According to results F=213.837 while the sig value observed to be less than 0.05. explaining that the variables are

significantly impacted, hence it can be concluded that the variables are positively significant resulting the impact and acceptance of the research hypothesis.

Table 6: Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.795	0.171		4.772	.000
	BSL	0.145	0.064	0.112	2.276	.023
	IBM	0.641	0.049	0.650	13.166	.000

a. Dependent Variable: EBBB

The above table illustrates the coefficients value of the tested model. the stated value unstandardized column for the independent variable BSL is 0.145 and the mediating variable that is IBM whose value is 0.641. The significance (p) value is to be less than 0.05 explains that there is a significant impact of brand specific leadership with the mediating effect of internal branding mechanisms on the employee behavior building towards the brand. Furthermore, the data explains that with the increase of a single unit of the predicting variables, a combined increase of 0.140 and 0.644 will be observed in the dependent

variable hence the multiple regression equation is formed $EBBB = 0.795 + 0.145(BSL) + 0.641(IBM)$

Sobel Test

The analysis done to check the impact of mediating variable impact on the dependent variable, it is being observed that the p (sig) value of the analysis is less than the standard value i.e. 0.05 which explains that the impact of the mediating variable that is internal branding mechanisms is significant on employee brand building behavior and completing the relation of brand specific leadership on the dependent variable.



Table 7: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	0.913	Sobel test: 10.70641321	0.05466191	0
b	0.641	Aroian test: 10.69609984	0.05471462	0
s _a	0.049	Goodman test: 10.71675648	0.05460915	0
s _b	0.049	Reset all	Calculate	

Discussion

The fundamental concept of the study is to address the gap by identifying that what other factors bring in effect in the lead generation for shaping an employee behavior towards the brand. As stated in the study of (Mohr & Robert Fisher, 2007) in order to let employee be the brand for the company it is essential to have them act as the ambassadors of the brand which has been a challenge for organizations. Thus, leadership impacts, also stated in (Morhart, Herzog, & Tomczak, 2007) on the role behavior of the employees but not to the extra role behavior which creates a positive word of mouth in the employee but not to a wider context; therefore, identifying some other predictors directly impacting employee behavior is essential.

This study also shade light on those specifically which behaviors of employees are built towards the brand offering by offering two internal branding approaches that is training and open communication. (Liu, Ko, & Chapleo, 2017) However, there is little to none researchers have been done to understand both approaches in context of leadership towards building the behavior towards the brand.

Keeping in view the above statement, the study has selected the mechanisms through which the behavior of an employee is shaped with respect to the behavior, According to the analysis of hypothesis the study claims that the there exists a positive relation among all the variables with moderately high relation, however in regards to the impact of forecaster on the behavior building behavior, the analysis has shown a positive and significant impact of leadership with respect to brand towards building the behavior of an employee. Further the analysis concluded that by adding the internal branding approached as a mediator between the two variable the impact has increased and yet significant which shows that by adding the approaches that communication and training the rate of impact increases for a leader to make the employee

understand the brand value thus impacting the ins and extra role behavior of the employee narrated in (Buil, Chernatony, & Montaner, 2013) and (Garas, Mahran, & Mohamed, 2018). Thus, all the claims made in the study are accepted and proves that by adding the right internal branding tools, the quality of leadership can be enhanced in shaping the behaviors of employee towards the brand offering.

Implications of the Study

In the continuing trend of globalization where organizations are now looking to gain competitive advantage has now become more and more significance in the business world as it considerable to be one of the success factor for current and future growth. According the research of Liua, Kob, & Chapleo, (2017) that many of the factors remain unclear that how the internal branding initiatives support in line to building employee behavior towards the corporate brand association. The significance of internal branding has stimulated in the past several years as it is backed by the study of Preez, Bendixen, & Abratt, (2017) suggests that the current and the future employees should be considered equally as the consumers for the organization to meet needs and the expectations in relation to the productivity and satisfaction rate. Lastly the research will be used as the prospectus to understand the significance of building brand behavior in the employee’s mind to the business sectors both private & public.

Conclusion

After going through the in-depth analysis, the study has concluded that due to the excessive demand of employee’s contribution towards the brand for better quality service the role of leadership plays a vital role in capitalizing the opportunity for the greater cause (Boukis, Gounaris, & Lings, 2017). Also, to further comprehend the research extension, (Henkel, Tomczak, Heitmann, & Herrmann, 2007), illustrates that the role of internal branding



mechanisms acted as the mediator where the impact has been carried on developing the behavior towards the brand using the right mechanisms such as training and open communication channels. It has been observed based on the respondent's questions and running the analysis, the research concluded that yet there is positive and significant impact of Brand Specific leadership on mechanisms used to internal promotion and simultaneously the impact of both independent and mediating variable is present on the building the behaviors of employees towards the brand, hence illustrating a positive relationship among all the variables.

The significant positive relationship explains that with the higher the investment in the activates related to internal branding tools to convey transformational leadership, the higher the chances of return can be observed in employee's mindset and behavior towards the brand. In relation to the concerned area

to understand the influence of leadership lined with the brand on building the behavior of employee, this study is a combination of five sections that highlight the nature of study with analysis and eventually identifying the results. Content of the initial section covers the overview of the study explaining the identification of gap that have made the study possible followed by the justifications provided in the last examinations.

Future Research

Firstly, this study was cross sectional which limits the researcher in many ways therefore longitudinal research is more preferable. Moreover, the data could have been collected from multiple cities across Pakistan to witness more in-depth findings. Also, with regard to the variables tested more added construct can add value to framework used for the research.

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