

Investigation And Evaluation Of Brand Equity From The Perspective Of Employees (Case Study Guilan Regional Electricity Company)

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Abstract: Because in service organizations, employees can influence customers' perceptions and purchasing decisions and ultimately play a key role in the success of the organization, strengthening brand equity based on employees can create a lasting competitive advantage for the organization. The role of human resources in the electricity industry is also fundamental and it is necessary that companies in the electricity industry, understanding the role of employees in promoting this industry, create brand equity based on employees. The purpose of this study is to assess the special value of the Employee-based Brand Equity in Guilan Regional Electricity Company. This research is applied and due to the abnormality of the research data, it has been investigated using SMARTPLS2 structural equation software. The statistical population of the study includes 142 specialized employees working in GREC. 104 of these individuals were selected as a statistical sample by simple random sampling from the statistical population. Finally, the effect of acceptance on Information Generation, and knowledge dissemination; the effect of human factor on acceptance, Information Generation, and knowledge dissemination; the effect of information creation on knowledge dissemination; the effect of knowledge dissemination on role clarity and brand commitment; the effect of role clarity on EBBE; and the effect of brand commitment on EBBE were examined in GREC and according to the calculated values of t-statistic, the result shows that except the effect of acceptance on knowledge dissemination and the effect of knowledge dissemination on brand commitment other hypotheses are confirmed.

Keywords: Employee-based Brand Equity, Acceptance, Knowledge Dissemination, Human Factor, Information Generation, Role Clarity, Brand Commitment.

1. Introduction

Undoubtedly, human resources have been the most important factor in achieving development in all ages and have always been considered as the engine of development. In the present age, when human beings have made extraordinary advances in science and technology, despite the role of technology in the realization of economic and industrial development, not only has the importance of human resources has not diminished, but also the issue of human resources as a creator and employer. Technology has become an increasing necessity. The most important pillar of any system is manpower that can lead the country towards development goals. The proper use of human resources as the most valuable and greatest wealth of any society as an important issue has always been considered by governments. In other words, it can be said that human beings are both the goal of development and its cause, and the realization of development goals depends to a large extent on how to manage and manage this wealth and vital resource (Talebian, Wafae, 2012). Companies need to understand and coordinate with their employees to perform at a high level. For this reason, internal branding is considered as a key process for coordinating employees' behaviors with brand values (De Chernatony, Segal – Horn, 2001). Berry (1976) first coined the term internal branding in 1976, referring to employees as "internal customers".

The concept of brand equity, which is one of the most important marketing concepts today, was first formed in the 1980s. Numerous views have been presented regarding brand equity, the most famous of which can be considered as brand equity based on customer and brand equity based on financial value (Kapferer, 1994). Researchers have recently proposed a third perspective called brand equity within the organization or the same brand equity based on employees and its importance and key role in service branding (Punjaisri, 2009). The study of theoretical literature and background shows that most of the models presented in the field of branding are designed with an emphasis on physical and tangible goods and also focus only on the perspective and perception of customers. The direct use of these models in service branding leads to ignoring some of the effective and key aspects of service brands. Employees are one of the key components that are ignored in the models presented in the field of service branding. Employees, on the other hand, are the link between the internal and external environment of service brands, and their behavior has a profound effect on customers' perceptions of the service provider brand (King and Grace, 2006).

The personal interaction that occurs between the service provider and the customer is effective in two ways: the customer's attitude. First, the extent to which employees act following customer expectations and desires, and second, the emotional reactions that employees show during interaction with customers (Biedenbach, et al., 2011).

According to [Walsh et al. \(2013\)](#), Brand committed employees to increase the strength of a service brand in two ways: first, their positive role in service quality improves the brand experience from the perspective of customers, and second, in the interaction with colleagues. They are improving the work environment and reinforcing brand-supporting behaviors by other employees.

The importance of electricity and its role in the development and prosperity of countries is to the extent that governments consider this industry as one of the infrastructure industries and specifically monitor it. The electricity industry has an undeniable role in the flourishing of the national economy by providing one of the most important forms of energy. Electricity has advantages over other types of energy, among which we can mention its relatively easy transfer to long distances, ease of distribution among subscribers, and easy conversion to other types of energy ([Khosravi and Shahroudi, 2014](#)). The role of human resources in the electricity industry is also fundamental and it is necessary that companies in the electricity industry, understanding the role of employees in promoting this industry, create brand equity based on employees.

2. Significance Of The Study

Today, many organizations believe that one of their most valuable assets is the brand of their products and services. Many researchers have pointed out that building a strong brand is one of the key factors in achieving competitive advantage and long-term survival in the market. focus on the firm as the recipient of value by conceptualizing EBBE as " the value that a brand provides to a firm through its effects on the attitudes and behaviors of its employees ". A more homogeneous group of conceptualizations focuses on EBBE as the differential effect that the brand has on employees. In this vein, EBBE is viewed as " the differential effect that brand knowledge has on an employee " s response to internal brand management "; as " the incremental effect of branding on employee behavior" ([Baumgarth and Schmidt, 2010](#)); or as " the added meaning that employees receive from the brand over and above their job and the firm " s reputation, resulting in positive or negative behavior towards the firm " ([Berger - Remy and Michel, 2015](#)). A strong brand creates value for both the customer and the organization. On the one hand, brands provide the customer with a concise and useful tool to simplify the process of selecting and purchasing a product or service, and make the process of processing data and information easier and faster for them, and thus create value for customers. On the other hand, item fabricating and plan forms may be effortlessly replicated, but the picture and part that has remained within the minds of people and organizations based on a long time of showcasing and brand encounter, can not be effectively supplanted and replicated ([Keller, 2008](#)). As a result, companies can set higher costs for their items based on a solid brand, make superior use, increment deals and benefit edges, and decrease their helplessness to competitors ([Aaker and Joachimsthaler, 2000](#)).

3. Theoretical Framework and Research Hypotheses

3.1. Acceptance, Information Generation, and Knowledge Dissemination

Applying internal brand management activities requires understanding and accepting the fact that earning financial and social benefits of the organization is possible through the loyalty and efforts of employees. The affective component of employer branding captures employee brand identification, which pertains to the integration of the brand identity into the employee " s self-concept ([Burmam, et al., 2009](#)). Based on the job value surplus that internal market orientation delivers and the change of organizational culture to one that is more people-oriented and focused towards individual needs and wants, internal stakeholders " relationship with the brand can be reinforced. Employee - supervisor interactions around the firm " s brand values and promise, may render the organization " s brand more transparent for employees and easier to identify with(Acceptance), facilitating employees " identification with the brand. With the value surplus delivered to them, greater employee perceptions of internal market orientation lead to enhance the feeling of reciprocity and improved brand-supporting activity. This enhancement of frontline employee's " value perceptions makes them more likely to embrace and internalize brand values ([Boukis and Christodoulides, 2020](#)).

Furthermore, to influence the behavior and attitudes of employees, it is necessary to provide the direction of activities to employees. Such a path ensures that employees can successfully perform their duties and responsibilities. At the basic level, this process is done by transferring brand information from the organization to the employees. The organization must have a clear understanding of its employees. information generation means that the organization should increase its understanding of the capabilities and attitudes of its employees to use them to achieve brand goals and improve and enhance organizational activities ([Guest and Conway, 2002](#)). Hence, the above discussion helps us to postulate the following hypotheses:

Hypothesis 1: Acceptance affects Information Generation.

Hypothesis 2: Acceptance affects Knowledge Dissemination.

3.2. Human Factor, Acceptance, Information Generation, and Knowledge Dissemination

The human factor means the organization's treatment of employees as human resources, reflects the relationship considerations necessary for successful exchanges. When a domestic market reflects the process of exchange between employer and employee, efficient relationships are a vital prerequisite for the successful operation of an organization. The human figure in this investigation is worked with components such as " the degree of interest and participation of administration and representatives, the sense of regard and esteem of representatives within the organization and the level of employees ' trust in administration within the organization, etc. " With the acknowledgment of representatives " part in branding, there has been an inclination to embrace internal branding (IB) techniques, particularly in service businesses. That's, the intelligently and experience-based nature of services has moved the center from outside branding to internal branding. While internal branding could be a later concept within the writing, it could be a result of the expanded center on worker behaviors. Concurring to [Bergstrom et al. \(2002\)](#), internal branding incorporates three things: " communicating the brand successfully to the workers; persuading them of its pertinence and worth, and effectively connecting each work within the organization to the conveyance of the brand substance"([Erkamen, 2018](#)). In contrast to the acceptance structure, which is completely Employee-based brand equity, the human factor means the organization's treatment of employees as human resources and reflects the relationship considerations necessary for successful exchanges. When a domestic market reflects the process of exchange between employer and employee, efficient relationships are a vital prerequisite for the successful operation of an organization. [Ballantyne \(2000\)](#) believes that a forgotten truth is that organizational knowledge comes from interaction and communication. Therefore, the organizational environment must be open to open conversations. According to [King et al.\(2012\)](#), is a brand endorsement. As the term suggests, a brand endorsement is defined as the extent to which an employee is willing to convey positive elements about the organization (brand) to others. This endorsement can be communicated within the organization as well as external audiences such as the company's customers and future clients.

At the base of this acknowledgment we offer:

Hypothesis 3: The human factor affects Acceptance.

Hypothesis 4: The human factor affects Information Generation.

Hypothesis 5: The human factor affects Knowledge Dissemination.

3.3. Information Generation and Knowledge Dissemination

Knowing as action and communities of practice The approach of knowledge in practice emphasizes that what is known is not a thing or a static property; instead, it should be seen as the ability to act. Knowing is our action. Knowledge does not exist independently of social actors and practical contexts. Knowledge should instead be conceived of as embodied and contextually situated in time and space ([Virkkala, 2019](#)). Information generation means that the organization should increase its understanding of the capabilities and attitudes of its employees to use them to achieve brand goals and improve and enhance organizational activities ([Guest and Conway, 2002](#)). Creating knowledge in this research is operationalized by factors such as "manager's effort to understand the demands of employees and the manager's direct relationship with employees and review of research and studies conducted by employees, etc.". The provision of brand knowledge enables employees to have clarity about brand expectations. Advance, in the event, that workers appreciate the data disseminated with respect to the brand values, they will create a sense of connection to the brand. Subsequently, recognizing brand information is central to brand value, confirmation the conceptualization of [King and Grace \(2009\)](#) recommending brand knowledge, role clarity, and brand commitment as the measurements of the concept. However, the suggested brand equity concept does not occur in isolation. That is, brand-building processes shape all cognitive responses of employees to the brand. As such, understanding the process of how EBBE is ensured by the service organizations is crucial for an in-depth understanding of internal brand management ([Erkamen, 2018](#)). But the organization must use the accurate understanding and knowledge of its employees to disseminate brand knowledge in a relevant and meaningful way. Dissemination of knowledge is defined as equipping employees with the knowledge to meet customer expectations based on brand identity. Dissemination of knowledge in this research is operated by factors such as "correct transfer of goals to employees, emphasis on the role of employees in achieving goals and continuous development of knowledge and skills of employees by the organization, etc".

On the basis, we can hypothesize that:

Hypothesis 6: Information Generation affects Knowledge Dissemination.

3.4. Knowledge Dissemination, Brand Commitment, and Role Clarity

It is obvious that building brand equity largely depends on the dissemination of information. One of the key points for the success of service branding is to ensure that customer contact employees deliver the brand promise as expected. Therefore, based on the commonly held view that employees could be the starting point for brand

equity, it is appropriate to understand how EBBE is built within the organizations. One way service firms could assure the consistent delivery of the brand is to transform brand information to employees ([Erkamen, 2018](#)). The organization should use the accurate understanding and knowledge of its employees to disseminate brand knowledge in relevant and meaningful ways. Dissemination of knowledge is defined as equipping employees with the knowledge to meet customer expectations based on brand identity. [Lings \(2004\)](#) stated that the first factor that can affect the behavior and performance of employees is the correct understanding of the management of the needs and wants of employees concerning their duties and responsibilities. Such an understanding allows management to improve the efficiency of knowledge dissemination because the relationship must be in line with the needs and wants of employees ([Lings and Greenley, 2005](#)). Regarding the vulnerability, giving representatives adequate information about brand expectations would upgrade their role clarity or diminish their role uncertainty. More particularly, role clarity speaks to a way for organizations to survey the impact of brand information ([King and Grace, 2005](#)). On the off chance that representatives are educated about brand values and expectations, they will be more likely to internalize the values and pass these values on to clients ([Punjaisri and Wilson, 2017](#)). Brand loyalty is the existence of a positive customer attitude towards a brand, product, service, or seller. There are three different approaches to measuring brand loyalty. The behavioral approach includes repetition of buying and recommending a brand to others, and the attitudinal approach includes the intention to buy the desired brand and commitment to it despite providing similar services and extensive marketing efforts by competitors. The third approach is obtained by combining the attitudinal approach and the behavioral approach ([Bowen et al., 2007](#)).

Today, successful managers have concluded that building customer loyalty and keeping them in the customer portfolio will only be possible in the light of gaining their trust in the organization ([So and King, 2010](#)). Brand loyalty is having a deep commitment to repurchase by supporting a product or service of interest. Customer loyalty to a brand, in addition to positive recommendation advertising, leads to creating a fundamental balance for competitors to enter the market, empowering the organization to respond to external threats, achieving higher sales and revenue, and ultimately reducing customer sensitivity to competitors' marketing activities ([Kim et al., 2008](#)). Loyal customers buy more and are usually a good tool for advertising. As a result, today's organizations seek to identify and manage effective methods and patterns of loyalty ([Keller, 2008](#)). Job transparency or role clarity means an employee's level of familiarity with his or her duties as a result of having brand knowledge. Already, role clarity having a positive relationship with EBBE ([King and Grace, 2009](#); [King and Grace, 2010](#); [King and Grace, 2012](#)). In addition, brand commitment has moreover a positive relationship with representative brand equity (e.g., [Ahn et al., 2015](#); [Baumgarth and Schmidt, 2010](#); [Burmam et al., 2008](#); [King et al., 2012](#)). Dissemination of knowledge plays a significant role in ensuring that all employees have the opportunity to collaborate and participate with brand information. Hence, we can postulate that:

Hypothesis 7: Knowledge Dissemination affects Role Clarity.

Hypothesis 8: Knowledge Dissemination affects Brand Commitment.

3.5. Role Clarity and EBBE

Job transparency or role clarity means an employee's level of familiarity with his or her duties as a result of having brand knowledge. knowledge propagation plays a significant role in ensuring that all employees have the opportunity to collaborate and participate with brand information ([Castro et al., 2005](#)) believe that such a commitment compels employees to be interested in staying with the organization and to be more willing to work harder for the organization. Regarding the vulnerability, giving representatives adequate information almost brand expectations would upgrade their part clarity or diminish their role equivocality. More particularly, role clarity speaks to a way for organizations to survey the impact of brand information. In the event that representatives are educated around brand values and desires, they will be more likely to internalize the values and pass these values on to clients. Moreover, employees who are aware of and confident about their roles would be more like to develop an attachment to the company and the brand ([Erkamen, 2018](#)).

EBBE means continuous and consistent performance by the employee and brand citizenship behavior, employee satisfaction, employee intention to continue working, and positive expression of the employee. EBBE in this study is operationalized by factors such as "employee job satisfaction and the amount of positive publicity about the organization by employees and the transfer of information by old employees to new employees in the organization, etc." The discoveries prove the recognized role of each component to construct EBBE. That's, whereas internal communication upgrades brand information and role clarity, outside communication and representative involvement with the brand emphatically influence the brand commitment of employees ([Erkamen, 2018](#)). Within the preparation of EBBE, the two factors pick up exceptionally much significance i.e. brand commitment and role clarity ([King and Grace, 2009](#)). Role clarity is important because it makes worker roles clear within the organization about the work. According to [King and Grace \(2009 \)](#), the performance of employees

having a direct relationship with role clarity because it rises employee ability to understand the work. A significant relationship exists in the literature between employee understanding of their role requirement and employee satisfaction (Altaf et al., 2019). According to Burmann and Zeplin (2005), employees having a high level of brand understanding deliver a higher level of brand experiences. Also, a positive relationship of role clarity and EBBE was found positive in the literature on internal branding (e.g., Altaf et al., 2017 b; King and Grace, 2010).

Hence, we can postulate that:

Hypothesis 9: Role Clarity has a special effect on EBBE.

3.6. Brand Commitment and EBBE

Employees are not only capable but also have a strong desire to achieve brand goals. When the necessary information for the successful execution of responsibilities is provided to employees, increasing confidence in the organization's expectations of them increases employee commitment to the organization. In general, there are three perspectives on organizational commitment, which are: emotional, continuous, and normative perspectives. In this research, emotional perspective is considered because the reason is that organizational commitment is the most important factor determining employee loyalty behavior. Brand commitment, therefore, means psychological dependence or belonging or a sense of belonging that an employee has to an organization (Bergstrom et al., 2002). Such employees are devoted, motivated, and do hard work for the progress of the organization. Therefore, the employees who are satisfied and committed to the organization must be committed to the brand of the organization as well. Consequently, such a positive relationship shows that the fulfilled, propelled, and committed employees with the boss, work, work environment, brand guarantee, brand commitment, and organizational committed employees will never leave the organization. According to Castro et al.(2005), commitment makes employees loyal and dedicated to their work efforts. In the same way, committed workers having positive work fulfillment and work having positive word of mouth and having a purposeful to remain, and are reliable towards conveying brand promises. More particularly, there's a noteworthy positive relationship existing between brand commitment and EBBE (e.g., Baumgarth and Schmidt, 2010; King and Grace, 2010; King et al., 2012).

On the basis, we can hypothesize that:

Hypothesis 10: Brand Commitment has a special effect on Employee-based Brand Equity.

4. Conceptual model of research

According to the theoretical framework of the research and the relationships between the variables, the conceptual model of the research will be in the form of Figure.1:

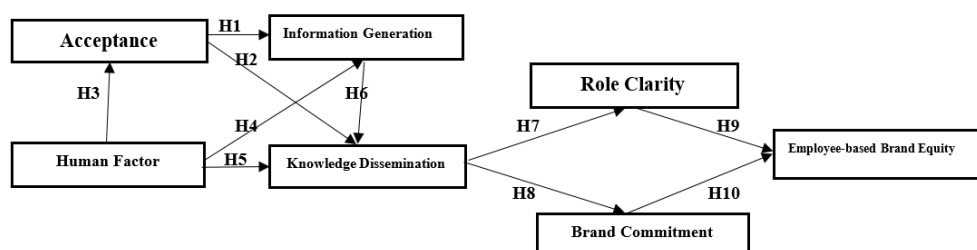


Figure.1 Conceptual Model of the research

5. Methodology and Data Analysis

The method of this research is applied in terms of purpose, descriptive in terms of implementation, and survey in terms of data collection. The statistical population of this research includes all the specialized employees of Guilan Regional Electricity Company. To sample the statistical population of the research, a simple random sampling method was used, and to determine the sample size, a Morgan table was used. In this study, the required information was collected from a questionnaire whose validity was tested. This information was analyzed using SPSS and Smart PLS software using statistical tests following the research hypotheses. In this chapter, the results were collected and analyzed based on statistical inference and statistical techniques to Confirmation or rejection of the research hypothesis is presented. Then, using inferential statistical indicators, we model, test the measurement and structural model and confirm or reject the hypotheses.

5.1. Composite Reliability

One of the reliability criteria is the Average Variance Extracted (AVE). The AVE criterion represents the average variance shared between each structure and its characteristics. This criterion shows the degree of correlation of a structure with its characteristics that the higher this correlation, the better the fit of the model. Values greater than 0.5 for this criterion indicate the appropriate reliability of the structure. [Table 5.1](#) presents two CR and AVE criteria for research structures.

Table 5.1. Reliability values of research structures

variable / criterion	A VE	Compos ite Reliability
EBBE	0. 54	0.85
Human Factor	0. 64	0.87
Knowledge Dissemination	0. 60	0.85
Information Generation	0. 67	0.89
Acceptance	0. 57	0.79
Brand Commitment	0. 78	0.87
Role Clarity	0. 61	0.88

5.2. Validity of the research model

To evaluate the validity of the research model, the criterion introduced by "Fornell and Larker" is used. This criterion shows the relationship between a structure and its characteristics in comparison with the relationship between that structure and other research structures. So that the acceptable divergence validity of a model indicates that a structure in the model has more interaction with its characteristics than with other structures. Fornell and Larker criteria are obtained in such a way that the AVE root of a structure must be greater than the correlation of that structure with other structures. This criterion is presented in [Table 5.2](#).

Table 5.2. Evaluation of the validity of research variables

Variable	EBBE	Human Factor	Knowledge Dissemination	Information Generation	Acceptance	Brand Commitment	Role Clarity
EBBE	0.73						
Human Factor	0.42	0.80					
Knowledge Dissemination	0.31	0.50	0.77				
Information Generation	0.30	0.55	0.61	0.82			
Acceptance	0.43	0.52	0.38	0.51	0.75		
Brand Commitment	0.49	0.03	0.13	0.07	0.19	0.88	
Role Clarity	0.50	0.29	0.16	0.16	0.41	0.65	0.78

In this matrix, the correlations of the most recent variables are reported. The numbers on the original diameter of the matrix are the square root of the AVE. According to this criterion, if these numbers are higher than their lower numbers, the structure has good validity. In [Table 5.2](#) all variables have appropriate validity.

5.3. Structural model test

After ensuring the appropriateness of the measurement model, we review and test the structural model. Testing the structural model or research hypotheses includes examining the path coefficients (Beta), the significance of the path coefficients, and the explained variance values (R²). Path coefficients indicate the effect of each independent variable on the dependent variable. [Table 5.3](#) presents the path coefficients of the research variables.

Table 5.3Path coefficients of research variables

Variable	EBBE	Human Factor	Knowledge Dissemination	Information Generation	Acceptance	Brand Commitment	Role Clarity
EBBE							
Human Factor			0.22	0.39	0.52		
Knowledge Dissemination						0.13	0.16
Information Generation			0.47				
Acceptance			0.02	0.30			
Brand Commitment	0.29						
Role Clarity	0.30						

As can be seen in [Table 5.3](#), the effect of each of the independent variables on the dependent variable through the above table is specified in the form of path coefficients. For example, the effect of the human factor on knowledge dissemination, information generation, and acceptance is 0.22, 0.39, and 0.52, respectively.

5.4 the significance of paths

To investigate the significance of paths (effects of independent variables on dependent variables), t-statistic is used. The results of the path significance test are as follows: values greater than ±1.96 are significant at the 0.05 level and values greater than 2.66 are significant at the 0.01 level. These results are presented in [Table 5.4](#).

Table 5.4Significance test of paths

Variable	EBBE	Human Factor	Knowledge Dissemination	Information Generation	Acceptance	Brand Commitment	Role Clarity
EBBE							
Human Factor			3.15	7.37	8.74		
Knowledge Dissemination						1.81	2.33
Information Generation			6.99				
Acceptance			0.35	5.02			
Brand Commitment	3.02						
Role Clarity	3.16						

According to the results in Table 5.4, it can be said that except for the effect of formal internal relations on employees' job attitudes, other research paths are significant at the level of 0.01.

5.5 Explanation variance (R²)

In the continuation of data analysis, through the explained variance of research variables, the question can be answered that what percentage of the dependent variable changes are explained by independent variables. The explained variance of each of the research variables is presented in [Table 5.5](#):

Table 5.5Reliability values of research structures

Variable	R ²
EBBE	0.30

Human Factor	
Knowledge Dissemination	0.41
Information Generation	0.37
Acceptance	0.27
Brand Commitment	0.02
Role Clarity	0.03

According to the information in [Table 5.5](#) as an example, it can be concluded that the explained variance of the employee brand-based brand equity is 30%. In other words, the independent variables of the research were able to explain 30% of the changes in the variable of employees' job attitudes.

The following measurement model and structural model of the research are presented in the form of path coefficients [Figure.2](#) and t-Value [Figure.3](#).

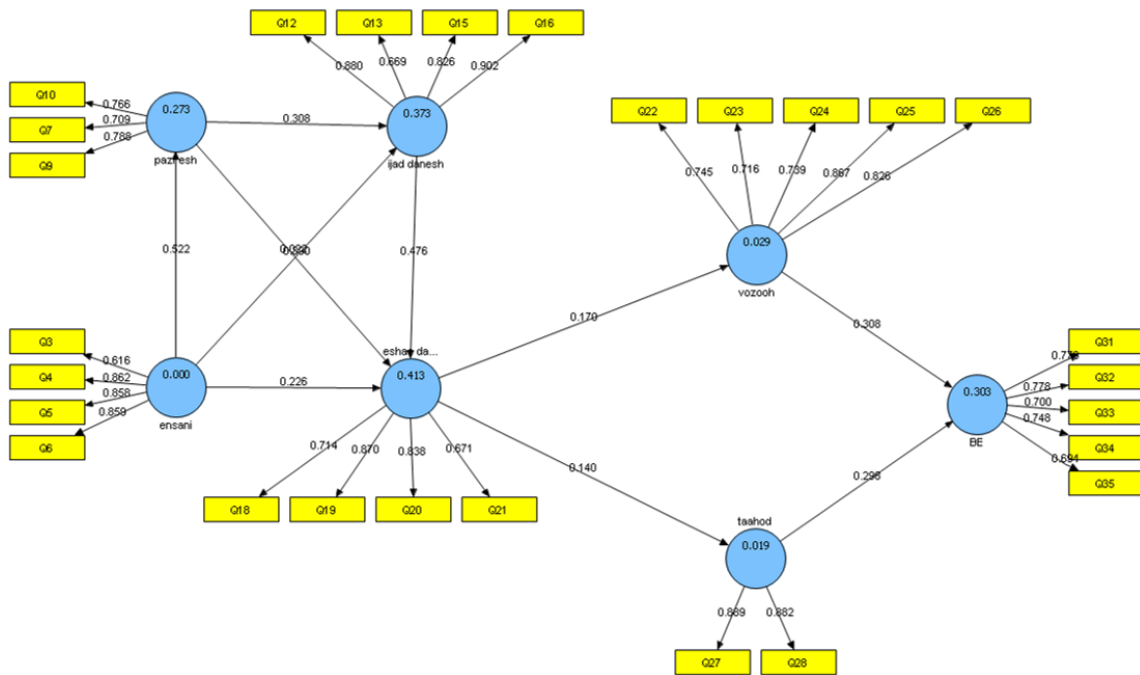


Figure.2.Path coefficients and operating loads of research variables

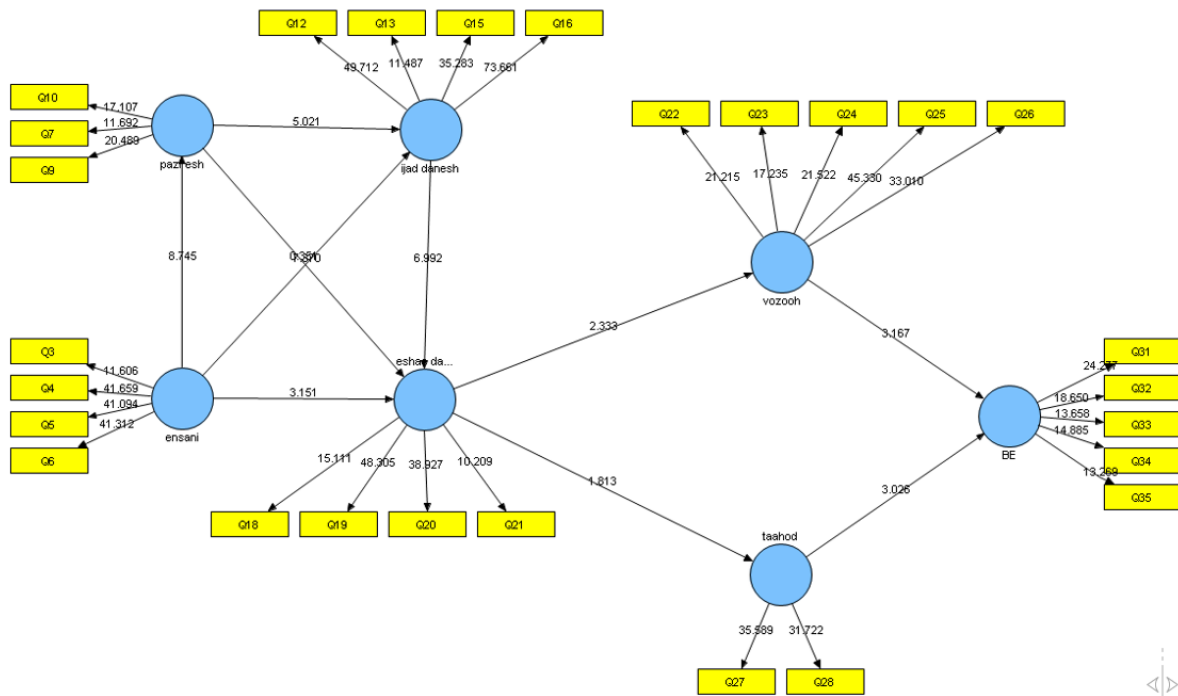


Figure.3. t-Value and Significance of routes

5.6 Testing Research Hypotheses

In this section, according to the significance test of paths and path coefficients, research hypotheses are examined.

Table 5.6 Investigation of Research Hypotheses

Hypothesis Number	From	To	Path Coefficient	t-Value	Test Result
1	Acceptance	Information Generation	0.30	5.02	Supported
2	Acceptance	Knowledge Dissemination	0.02	0.35	Rejected
3	Human Factor	Acceptance	0.52	8.74	Supported
4	Human Factor	Information Generation	0.39	7.37	Supported
5	Human Factor	Knowledge Dissemination	0.22	3.15	Supported
6	Information Generation	Knowledge Dissemination	0.47	6.99	Supported
7	Knowledge Dissemination	Role Clarity	0.16	2.33	Supported
8	Knowledge Dissemination	Brand Commitment	0.13	1.81	Rejected
9	Role Clarity	EBBE	0.30	3.16	Supported
10	Brand Commitment	EBBE	0.29	3.02	Supported

As can be seen in Table 5.6, according to the results of the t-statistic, it can be said that the second and eighth hypotheses of the research are rejected. Other hypotheses are significant at the 0.01 error level and are confirmed.

6. Discussion and Suggestions

The concept of brand equity is one of the most important marketing concepts today. Brand equity based on employees can be defined as the effect of intra-organizational branding on employee behavior and attitude. Achieving brand equity outside the organization (based on the customer) through Strengthening the brand equity within the organization (based on employees) is a sustainable competitive advantage that is very difficult for competitors to threaten and imitate. Feedback from employees means the organization strives to increase its understanding of employees' attitudes and abilities to deliver brand commitments. To strengthen and improve the activities and decisions of the organization, the results of the present study show that feedback from employees, both directly and indirectly, by increasing the amount of internal brand communication, increases the brand equity within the organization.

Altogether, the findings suggest that the proposed mechanisms have different roles in building brand equity for employees ([Erkmen, 2018](#)). Specifically, as expected, the effect of acceptance on information generation, the effect of human factor on acceptance, the effect of human factor on information generation, the effect of human factor on Knowledge Dissemination, the effect of information creation on Knowledge Dissemination, the effect of Knowledge Dissemination on role clarity, the effect of role clarity on EBBE and the effect of brand commitment on EBBE were examined. This result confirms the findings of previous studies ([Biedenbach et al. 2011](#); [King and Grace, 2009](#); [Punjaisri, 2009](#)).

Furthermore, this research could not find a significant link between acceptance and knowledge dissemination as well as knowledge dissemination and brand commitment. This is somewhat wondering given the contrary results in the literature ([Boukis and Christodoulides, 2020](#); [Burmam et al, 2009](#); [Guest and Conway, 2002](#)). One conceivable reason for this finding is that, in spite of the fact that internal communication influences brand knowledge and role clarity, brand commitment requires a psychological connection to the brand ([Burmam and Zeplin, 2005](#)). That is, commitment requires not only accepting data but also internalizing that data. Subsequently, as proposed by [Mitchell \(2002 \)](#), even messages can transmit the brand expectations, a better level of internalization is accomplished when the messages are fortified by the organizational framework. This interpretation is additionally reliable with [Lencioni \(2002 \)](#) who contended for living the values by inclusion instead of fair codifying these values in brand messages ([Erkamen, 2018](#)).

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