

**THE ROLE OF EMPLOYEE'S BRAND UNDERSTANDING, BRAND  
IDENTIFICATION, AND BRAND COMMITMENT ON THE  
ESTABLISHMENT OF BRAND CITIZENSHIP BEHAVIOR**

(Case Study: Employees on Education Institutions)

THESIS

Presented as Partial Fulfillment of the Requirements  
to Obtain the Bachelor Degree in Management Department



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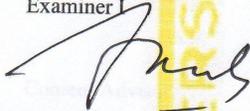
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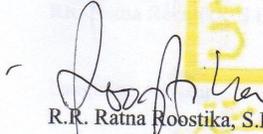


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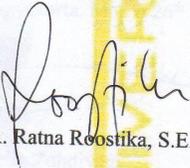
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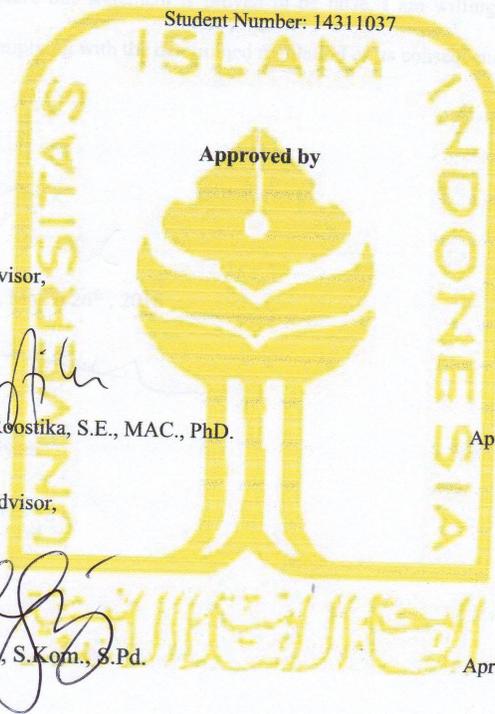
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## DECLARATION OF AUTHENTICITY

Herein I declare the originality of the thesis; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas or expression without acknowledgment. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, March 26<sup>th</sup>, 2018



Diella Zuhdiyani

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# **The Role of Employee's Brand Understanding, Brand Identification, and Brand Commitment on the Establishment of Brand Citizenship Behavior**

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## **ABSTRACT**

The internal brand management (IBM) is strategic efforts of business organization to lead the employees to be aligned with cognitive, affective, and behavioral values of the brand. This research aims to solidify the role of cognitive variable of IBM, which is brand understanding as the antecedent of brand identification, brand commitment, and brand citizenship behavior. The data were collected via both online and offline of 183 employees who worked in service industry, particularly education institutions in Indonesia. This research found that the ability of employees to understand the brand has significant-positive impact on their ability to identify and commit with the brand, which eventually to behave in a supporting-brand behavior. Since this research only took place in service industry of education, future research should elaborate more in other service and manufacturing industry. In addition, future research should propose and test relevant antecedents and moderators other than the antecedents and moderators of IBM proposed in this research. This research did not only solidify the role of cognitive variable of IBM, but also validated empirically that employees' ability to understand the brand is the foundation for ability to identify and commit also to behave in a supporting-brand behavior. Therefore, managers in service industry are recommended to provide adequate IBM programs to comprehend employees' ability to understand the brand.

**Keyword:** *Internal Brand Management, Brand Understanding, Brand Identification, Brand Commitment, Brand Citizenship Behavior, Employees*

## **Peran Pemahaman Merek, Identifikasi Merek, dan Komitmen Merek pada Karyawan pada Pembentukan Perilaku Kewargaan Merek**

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### **ABSTRAK**

Pengelolaan merek secara internal atau *internal brand management* (IBM) adalah usaha strategis oleh organisasi bisnis untuk membimbing para karyawannya agar secara kognitif, afektif, dan perilaku dapat searah dengan nilai-nilai merek organisasi bisnis tersebut. Penelitian ini bertujuan untuk menguatkan peran dari variabel kognitif IBM yaitu pemahaman merek sebagai asal mula identifikasi merek, komitmen merek, dan perilaku kewargaan merek. Data yang diteliti dikumpulkan secara *online* dan *offline* dari 183 karyawan yang bekerja di industri jasa, yaitu institusi pendidikan di Indonesia. Penelitian ini menemukan bahwa kemampuan karyawan untuk memahami merek berpengaruh secara positif terhadap kemampuan mereka untuk mengidentifikasi dan berkomitmen terhadap merek, serta berperilaku mendukung merek tersebut. Penelitian ini hanya dilakukan di industri jasa pendidikan, oleh karena itu penelitian mendatang sebaiknya dilakukan di bidang jasa atau manufaktur lainnya. Selain itu, penelitian mendatang sebaiknya meneliti variabel asal mula selain variabel asal mula yang digunakan di penelitian ini. Penelitian ini tidak hanya menguatkan peran dari variabel kognitif IBM, namun juga memvalidasi secara empirik bahwa kemampuan karyawan untuk memahami merek adalah dasar untuk dapat mengidentifikasi dan berkomitmen terhadap merek, juga untuk dapat berperilaku yang mendukung merek. Oleh karena itu, manajer di industri jasa disarankan untuk menyediakan program IBM untuk menguatkan pemahaman karyawan terhadap merek.

**Kata kunci:** *Internal Brand Management, Pemahaman Merek, Identifikasi Merek, Komitmen Merek, Perilaku Kewargaan Merek, Karyawan*

## CHAPTER I

### INTRODUCTION

#### 1.1 Background of Study

Along with the evolving dynamic of entrepreneurship, competitiveness of business needs to be engaged in a sustain manner. Particularly in service business, the superior resources of competencies rely on its people as the employees. On top of that, the business must be able to deliver its brand promises to the external stakeholders such as its customers. This ability is linked to employees' ability to represent a desired perception as the efforts of brand management. In such condition, employees take essential role in building and maintaining brand-customer relationship. In other words, managing employees' behavior is the key to successful brand management.

The internal brand management (IBM) involves the employees as the primary target to be developed. The primary expected outcome of IBM is employees' brand citizenship behavior (BCB). According to the previous studies, antecedent of BCB is commonly seen from affective perspective in which are brand commitment and brand identification. Yet, the investigation from cognitive perspective, such as brand understanding is often neglected. This fact is surprising due to the important role of brand understanding in allowing the employees to deliver the brand promises. Hence, this research aims to strengthen

the conceptualization of IBM outcomes as well as to combine a cognitive IBM outcome altogether, which is brand understanding. On top of that, prior studies mostly discussed the external perspective of brand management. Which only focus on the image perceived by external stakeholders.

In regard to the matter above, external perspective branding refers to the identity of business including its services or products that differentiate to the competitors' (Keller, 2013). The differentiation informs the benefits to customers in form of brand promises. For instance, the brand promise of FedEx is *your package will get there overnight. Guaranteed.* Perceived by internal perspective, the employees of FedEx are responsible for delivering this promise to the customers. On top of that, the employees take role to understand the meaning of the brand; how it serves values to the customers, thus its tangible and intangible benefits can be delivered and developed to the customers (King and Grace, 2008).

Important to be noted that brand promises are delivered by employees to customers in the moment-of-truth interactions. Brands often fail to deliver what they promises when they are not properly communicated to customers. Because of this lack of internal focus, an inconsistent impressions of brands are created (Simi, 2014). As Deloitte Consulting, 2008 emphasized (cited in Hussin, Salleh, and Shaari, M., 2012) that 41% brand loyalty of customers are enhanced by the good employees' attitude and experiences given by employees define 70% of customers' brand perception. In addition, Gapp and Merrilees (2006) found that

the failures of employees to deliver its brand values caused the lost of 40% of marketing investment money. Therefore, the ability of employees to exhibit brand-supporting behavior to please customers is important.

Playing role in service industry, education institution requires IBM. This research was conducted in three education institutions in Yogyakarta. One of them is Universitas Islam Indonesia (UII) as the oldest private university in Indonesia that requires strong brand management to sustain and evolve in maximum development. Both the lectures and employees in management take important role to deliver the brand promises of UII to the students as its customers. Brand promises of UII is reflected through its value proposition; V.I.P which stands for Values, Innovation, Perfection. Consequently, UII is obliged to provide tangible and intangible proofs of its value proposition to the students.

As mentioned above, the primary expected outcome of IBM is employees' brand citizenship behavior (BCB). BCB relates to all employees' behaviors that are aligned with the identity and promise belong to the brand, such condition will enhance the brand (Burmam and Zeplin, 2005). Particularly in brand-aligned business organization, the employees are obliged to strengthen the brand through BCB.

In term of affective perspective in perceiving BCB, brand commitment is psychological attachment feeling of employees toward the brand (Burmam and Zeplin, 2005). Brand commitment takes role as an antecedent of employees'

supporting brand behavior (King and Grace, 2010, 2012; Punjaistri *et al.*, 2009). It is essential to understand the motives of employees to stay within a business, yet the commitment in the case of IBM is defined as factors that enhance employees' brand related behavior. Based on fundamental attitudinal findings (King and Grace, 2010, 2012), organizational behavior (Organ *et al.*, 2006), and IBM research (Bumann and Zeplin, 2005), employees who are attached to the brand in emotional ways, are more likely to strengthen the brand through their behavior.

Another affective perspective antecedent of BCB is brand identification. Brand identification is the sense of belonging of employees toward the brand (Punjaisri and Wilson, 2011). To distinct brand identification and brand commitment, Ashforth *et al.*, (2008) found that organizational identification is the sense of being one with the organization. In other hand, commitment is only reflected by positive attitude towards the organization and the self and the organization are separated. Further, identification takes role as basis for affective commitment in term of general commitment model (Meyer and Herscovitch, 2001). In other words, brand identification is more likely to strengthen brand commitment. Previous researched had found that identification has positive effect on behavior (Burmman *et al.*, 2009; Riketta, 2005; Punjaisri and Wilson, 2011).

In other hand, cognitive perspective antecedent of BCB is brand understanding. Brand understanding enables organizations to translate its intention such as brand promises into employees' attitude and behaviors (Xiong, 2013). Previous researches (Burmam and Zeplin, 2005; Wentzel *et al.*, 2012; Xiong, 2013) conclude that if the employees fail to acquire brand understanding, they will not develop positive sense of belonging toward the brand.

Further, Kahn *et al.*, (1964) validated that brand understanding takes role in developing emotional attachment of employees toward the brand. In such condition, brand understanding creates brand knowledge that upholds positive impacts on brand commitment (King and Grace, 2008, 2010). Brand understanding should affect BCB directly. As argued within organizational theory of Kahn *et al.* (1964), when employees are faced with unclear work roles because of lack of brand understanding, they are not able to behave in brand-supporting manner. Therefore, the ability of employees to have proper brand understanding affects on the way they behave to be aligned with brand identity and brand promise. In such positive condition of brand understanding, employees will strengthen the brand.

The cognitive ability of UII's employees to understand the value proposition of V.I.P is essential. Intuitively, when the employees do not understand the value of V.I.P, they are not able to deliver value proposition of UII to the students. As the consequences, the desired brand commitment, brand

identification, and brand citizenship behavior of UII's employees cannot be attained.

## **1.2 Problem Formulation**

1. Does brand understanding have a significant positive effect on brand identification?
2. Does brand understanding have positive significant effect on brand commitment?
3. Does brand understanding have significant positive effect on BCB?
4. Does brand identification have a significant positive effect on brand commitment?
5. Does brand identification have a significant positive effect on BCB?
6. Does brand commitment have a significant positive effect on BCB?

## **1.3 Limitation of research**

Due to some conditions and existing limitations during this research process, there were several limitations of this research, as follows:

1. This research only took lectures and officers of Universitas Islam Indonesia, Universitas Cokroaminoto Yogyakarta, and Madrasah Aliyah Negeri 1 Yogyakarta as service providers in educational institution.
2. This research focused on the internal perspective of brand management and the variables that affect the establishment of brand citizenship behavior, which were brand understanding, brand identification, and brand commitment.

## **1.4 Research Objectives**

1. To describe whether brand understanding has a significant positive effect on brand identification.
2. To describe whether brand understanding has positive significant effect on brand commitment.
3. To describe whether brand understanding has significant positive effect on BCB.
4. To describe whether brand identification has a significant positive effect on brand commitment.
5. To describe whether brand identification has a significant positive effect on BCB.

## **1.5 Benefits of Research**

### **1.5.1 Theoretical Benefits**

This research helps academics to comprehend the conceptualization and measurement of four internal brand management (IBM) outcomes, which are brand understanding, brand identification, brand commitment and brand citizenship behavior, as well as to describe four of these outcomes that are investigated simultaneously. Beside that, it helps to solidify the conceptualization of brand understanding as a cognitive IBM outcome.

### **1.5.2 Practical Benefits**

This research helps companies to strengthen their brands internally through employees' understanding of the brands. Moreover, this research helped managers to have better understanding about what it means for employees to understand the brand. Beside that, it helps the managers to have practical recommendations for managers in implementing this concept to establish the desired brand citizenship behavior of the employees.

## **1.6 Systematical Writing**

This research report consists of five chapters where each chapter consists of several sections, as follow:

### Chapter I: INTRODUCTION

This chapter discusses the background of the research, the formulation of the problems, the limitation of the research, the purpose of the research, the contribution of research, and systematic research.

### Chapter II: LITERATURE REVIEW

This chapter exhibits the theoretical foundation of the internal perspective of brand management, brand understanding, brand identification, brand commitment, and brand citizenship behavior. In addition, there are research hypotheses and the framework of the research provided.

### Chapter III: RESEARCH METHOD

This chapter explains the models and methods used in this research, population and sample, sampling technique, the variables of the research and the testing methods used.

### Chapter IV: DATA ANALYSIS AND DISCUSSION

This chapter shows data analysis and discussion of the results obtained from statistical calculations using theoretical concepts and interpretation of research on theories that already exist.

### Chapter V: CONCLUSIONS AND RECOMMENDATIONS

This chapter contains the conclusions on the results of the analysis and calculation of data obtained from the research. In addition, this chapter also describe the weaknesses of the research conducted and recommendations for future research.

## CHAPTER 2

### THEORETICAL REVIEW

#### 2.1 Internal Perspective of Brand Management

According to Goom *et al.* (2008), internal branding is the set of strategic processes that align and empower employees to deliver the proper customer experience in a consistent manner. The proposed positive impact of internal brand management (IBM) depends on the perspective that the contribution to be aligned with brand takes role as core strength of the brand (Ind, 2001; Ind & Watt, 2005). It is also argued that marketing has to start from the inside out (de Chernatony, 2001; King& Grace, 2008 and Miles & Mangold, 2004, 2007).

As brands promote a bundle of benefits through promises (King and Grace, 2009), thus performance of employees to deliver these promises is essential, particularly in service industry (Burmann *et al.*, 2016). To enable employees to deliver the promised customer expectations, they need to have deeper knowledge about the brand values, trust it and act upon it in consistence with the values (Punjaistri, et al., 2009 and Punjaisri & Wilson, 2007). In accordance to this, IBM allow the realization of the expected strong brand establishment (Burmann *et al.*, 2016).

## 2.2 Brand Citizenship Behavior

Burmann and Zeplin (2005), German scholars who firstly introduced brand citizenship behavior (BCB) defined BCB as an aggregated construct of individual behaviors that strengthen the brand. Further, they propose seven dimensions of brand citizenship behavior in which are helping behavior, brand consideration, brand enthusiasm, brand sportsmanship, brand endorsement, self-development, and brand advancement. In accordance to Burmann and Zeplin (2005), the concept of BCB is really different from organizational citizenship behavior (OCB); BCB is defined beyond than OCB. They also found that, this is due to the consideration of BCB toward the externally targeted behaviors, which are enhancing brand-customers relationship quality in the form of satisfaction, loyalty and retention.

In accordance to IBM, BCB is the desired outcome of IBM (Burmann *et al.*, 2016). Further, Arnett et al. (2002) suggested that when an employee has a higher level of pride in their company, he or she is likely to “engage in activities that help the organization to meet its objectives. Emotion such as pride has been linked to high quality service delivery and employees ‘going out of the way’ or ‘beyond the call of duty’ for customers”. Therefore, this brand enthusiasm conducts enhance the promises delivery from the employees to customers.

### 2.3 Brand Understanding

Brand understanding is cognitive image of the brand in employees' perspective (Burmam *et al.*, 2016). On top of that, previous researchers (Burmam and Zeplin, 2005; Wentzel *et al.*, 2012; Xiong *et al.*, 2013) defined brand understanding as the integration of four dimensions, which are brand relevance, behavior relevance, brand knowledge, and brand confidence. Firstly, brand relevance is employees' perception of the importance of brand to organization's success (Xiong *et al.*, 2013). Secondly, they also defined behavior relevance as employees' perception of the importance of their role toward organization's success. Thirdly, Burmam and Zeplin (2005) defined brand knowledge as employees' understanding of the identity of the brand as well as its promises. Finally, according to Wentzel *et al.* (2012), brand confidence is employees' understanding of brand-supporting behaviors that they need to perform in their work. de Chernatony and Cottam (2006) stated that employees' ability to acquire a clear understanding of the brand takes role as the foundation of a successful service brand performance.

Punjaistri *et al.* (2009) suggested that internal branding management has positive impact on brand identification. Burmam *et al.*, (2016) found that brand understanding has a significant positive effect on brand identification. Based on social identity theory proposed by Tajfel (1979), in order to identify the brand, employees must gain proper understanding related to the brand.

Consequently, employees will be able to distinct their brand with others, to the extent they will build sense of belonging. Therefore, it is hypothesized as:

***H1. Brand understanding has a significant positive effect on brand identification.***

Kimpkorn and Tocquer (2009) failed to prove a strong relationship between employees' brand commitment and employees' brand knowledge. Contrary, King and Grace (2008) argued that the efforts to increase brand knowledge take role to enhance employee brand understanding that increase brand commitment. Further, Hussin *et al.*, (2012) revealed that brand understanding can be indicated through brand knowledge of employees that has significant positive effect on brand commitment. Other researchers also found that without such knowledge role ambiguity will happen (King, 2010; King and Grace, 2010) that eventually obstruct the brand commitment establishment (Meyer *et al.*, 2002). Therefore, it is hypothesized as:

***H2. Brand understanding has a significant positive effect on brand commitment.***

Kimpakorn and Tocquer (2009) argued that employees' brand knowledge does not have significant influence toward employees' brand-supporting behavior. Consequently, brand understanding affect insignificantly employees' BCB. On the other hand, Mitchell (2002) found that when

employees have appropriate brand understanding toward organization's brand, they are actually at the best quality to deliver the brand values for customers. Further, group of authors found that brand understanding positively affect BCB (Kahn *et al.*, 1964; Miles, 2005; Burmann *et al.*, 2016). Intuitively, how employees can behave in a brand-aligned manner if they are lack of understanding about the brand. Therefore, it is hypothesized as:

***H3. Brand understanding has a significant positive effect on BCB.***

## **2.4 Brand Identification**

In general definition, identification is the sense of belonging to the group and a belief of being one with the group's fate. (Mael and Ashforth, 1992). For instance, when employees identify themselves with the brand, they believe that brand's success or failures as theirs (James *et al.*, 1977). Mael and Ashforth (1992) only indicated the cognitive elements of identification, yet Tajfel (1978) argued the significance of affective elements in social identity. Thus, identification has both components of cognitive; the self-acknowledgment as part of the organization and affective; positive feelings about being part of the organization (Johnson *et al.*, 2012).

Benkhoff, 1997; Peccei and Guest, 1993 (cited in Evanschitzky, H., Punjastri, K., and Wilson, A., 2009) stated that identification is the parts of commitment that is considered as separate concepts. In other hand, another

group of authors argued that brand identification is an antecedent of employees' brand commitment (Burmman and Zeplin, 2005; Punjaistri *et al.*, 2009 Burmann *et al.*, 2016 ). In related to IBM, Punjaistri *et al.* (2009) found that internal branding affect positively brand identification. Therefore, it is hypothesized as:

***H4. Brand identification has a significant positive effect on brand commitment.***

Hughes and Ahearne, 2010 (Cited in Helm, S. V., Mishra, S., and Renk, U., 2016). argued that there is a direct impact of organizational identification on employees' citizenship behaviors. When organizational identities and self-identities are aligned, employees' willingness to support the organization is built. Further, O'Reilly and Chatman (1986), Punjaisri and Wilson (2011), Chang *et al.* (2012) found that employees who display strong organizational identity demonstrate organization-supporting behavior and also brand-supporting behavior (Donavan *et al.*, 2006 (cited in Polyorat, K. (2011); Helm *et al.*, 2016). Therefore, it is hypothesized as:

***H5. Brand identification has a significant positive effect on BCB***

## **2.5 Brand Commitment**

Burman *et al.*, (2009) defined brand commitment as psychological attachment of employees to the brand, which influences their willingness to

create extra effort towards reaching the brand's goals, to the extent that employees are willing and proud to share their brand knowledge with others. Kimpakorn and Tocquer (2010) argued that lack of employee commitment toward the brand is prone to result in negative word of mouth about the business organization or failure in customer experience delivery.

Evanschitzky *et al.*, (2009) validated that there is no significant relationship between brand commitment and employees' brand-supporting behavior. However, in accordance to IBM, Punjaistri *et al.* (2009) noted that IBM takes role in determining employees' attitude and behavior and employees' ability to recognize the brand has impact on their brand commitment. When the employees are properly educated about the brand ideology, desired attitudes and behavior can be built. (Miles and Mangold, 2005; Papasolomou and Vrontis, 2006). On top of that, King and Grace (2010, 2012) also found that brand commitment has an effect on BCB. Thus, employees who attached themselves psychologically to the brand are more likely to enhance the brand through their behavior. Therefore, it is hypothesized as:

***H6. Brand commitment has a significant positive effect on BCB.***

**2.6 Research Framework**

This research is conducted based on the research that had been done by Burmann, King, Piehler, and Xiong (2016).

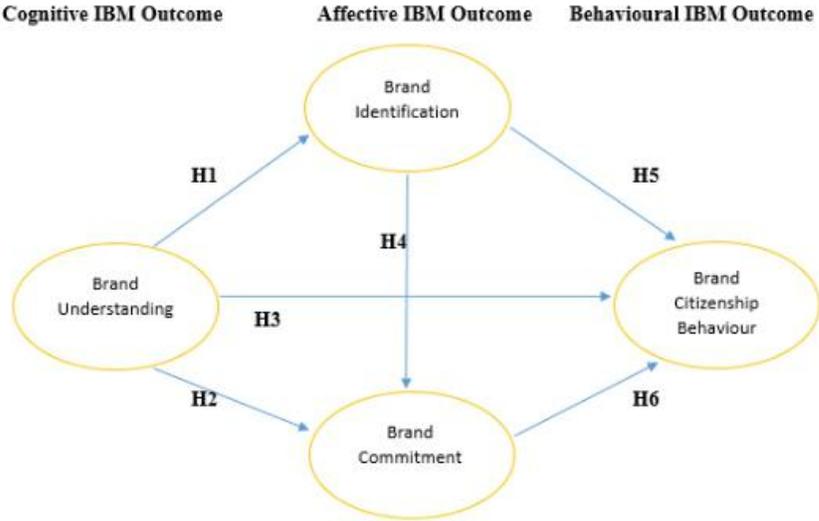


Figure 2.1 - Conceptual Framework

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Type of Study**

The purpose of this research was to test the hypotheses, or it is usually called as causal research, which aims to explain the nature of certain relationships. This research attempted to find the correlation and/or relationship between IBM outcomes; brand understanding, brand identification, brand commitment in the establishment of BCB. The results of this research were expected to examine those variables, to verify their relationships and provide better understanding of an effective internal brand management. The approach used in this research was quantitative approach, conducted by spreading questionnaire as the research instrument and used Likert scale as the itemized rating scale to assess data from 183 respondents who were lectures or teachers and officers as service providers in education institutions namely Universitas Islam Indonesia, Universitas Cokroaminoto Yogyakarta, and Madrasah Aliyah Negeri 1 Yogyakarta.

#### **3.2 Population and Sample Research**

Population is total quantity of cases of the type which are the subject of the study. It can consist of objects, people and even events. Sample is the small part of a whole population selected to represent what the whole is like (Walliman, 2011). The population of this research is service employees in

education institution, particularly the lectures or teachers and officers of Universitas Islam Indonesia, Universitas Cokroaminoto Yogyakarta, Madrasah Aliyah Negeri 1 Yogyakarta.

Populations have been selected for their diversity and very dynamic, responsive and sensitive to changes. The sample in this research were 183 employees. The determination of the number of samples was based on analysis tool that is used to test the hypothesis, which was Structural Equation Modeling (SEM). SEM required the sample size amount of 5-10 times the number of observations for each of the estimated parameters or indicators used (Ferdinand, 2006).

### **3.3 Type and Data Collection Technique**

The data that used in this research were primary data. Primary data is data that has been observed, experienced or recorded close to the event. It is the first and most immediate recording of a situation which represents the truth (Walliman, 2011). In this research, the data was obtained using a questionnaire distributed to 183 respondents. This technique is in the form of data collection instruments that were very flexible and relatively easy to use. The types of questions used in this research were closed questions. Questionnaires were distributed either directly (print out) or online (Google forms) to the respondents.

### **3.4 Instrumentation**

Primary data was collected by distributing questionnaire. The questionnaire used 4 variables and 38 questions items and was designed to measure the correlation among brand understanding, brand identification, brand commitment, and brand citizenship behavior. All items were measured with six-Likert scale ranging from strongly disagree (1) to strongly agree (6).

### **3.5 Definition of Variable Operational and Measurement Research**

The variables analyzed in this research were brand understanding as independent variable, brand identification and brand commitment as the mediating variables, and brand citizenship behavior as the dependent variable. In order to measure those variables, this research used 6-point Likert scale items, where (1) indicated Strongly Disagree and (6) indicated Strongly Agree. The underlying reason why the researcher chose 6-point Likert scale was to avoid neutral answer. The options consist of:

- a. Strongly Disagree (DS)
- b. Disagree (D)
- c. Rather Disagree (RD)
- d. Rather Agree (RA)
- e. Agree (A)
- f. Strongly Agree (SA)

All questions in the questionnaire were translated into *Bahasa Indonesia* to help the respondents understand the questions better. In addition, the questionnaire contained 38 questions which were divided into four variables.

### **3.5.1 Independent Variable**

#### **3.5.1.1 Brand Understanding**

Burmann *et al.*, (2016) defined brand understanding as cognitive image of brand in employees' perspective that was revealed as prerequisite of employees' brand-supporting behavior. This variable was measured by following indicators:

- a. A strong brand is important for our organization's success.
- b. Our brand is an important asset of our organization.
- c. Brand success is directly related to our organization's success.
- d. With my behavior I can affect customers' perception of our brand.
- e. By living our brand face to face with other employees I can strengthen our brand in the organization.
- f. With my behavior I can affect my brand success.
- g. I know what our brand stands for.
- h. I know our brand identity.
- i. I know our brand promise.

- j. I know how to live our brand in my daily work.
- k. I know how to act brand consistent in my daily work.
- l. I know how to deliver our brand promise in my daily work.
- m. Our organizational processes do not support me living our brand.
- n. In order to keep our brand promise, the organizational processes have to be improved.
- o. I cannot get involved with our brands as much as I want because of our organizational processes.
- p. Our organizational processes hinder me to behave in line with our brand identity and promise.

### **3.5.2 Mediating Variable**

#### **3.5.2.1 Brand Identification**

Identification is defined as sense of belonging to the group and a belief of being interdependent with the group's success (Mael and Ashforth, 1992). The group consider themselves as personifying the brand's success, as well as brand's failure (James et al., 1977). This variable is measured by the following indicators:

- a. I like to work for our brand.
- b. I am a person who is glad to belong to our brand.
- c. I am glad I chose to work for our brand rather than another brand.

- d. I have warm feelings toward our brand as a place to work.
- e. I have positive feelings about my belonging to our brand.
- f. As an employee I am proud that I am part of our brand.
- g. As an employee belonging to our brand means enjoying a lot of respect.
- h. As an employee it is advantageous to belong to our brand rather than belonging to another brand.

#### **3.5.2.2 Brand Commitment**

Brand commitment is defined as psychological attachment of employees to the brand, which influences their willingness to create extra effort toward reaching the brand's goals (Burmam *et al.*, 2008) that employees are willing and proud to share their brand knowledge with others (Kimpakorn and Tocquer, 2010). This variable is measured by the following indicators:

- a. I really feel as if this brand's problems are my own.
- b. I feel like "part of the family" at our brand.
- c. I feel "emotionally attached" to our brand.
- d. Our brand has a great deal of personal meaning for me.
- e. I feel strong sense of belonging to our brand.

### **3.5.3 Independent Variable**

#### **3.5.3.1 Brand Citizenship Behavior**

Burmann and Zeplin, (2005), German scholars who firstly introduced brand citizenship behavior (BCB) defined BCB as an integrated construct of individual behaviors that strengthen the brand. This variable was measured by following indicators:

- a. Other people would characterize me as an employee who day-to-day strengthens our brand.
- b. Other people would characterize me as an employee who follows brand related rules and instructions with extreme care.
- c. Other people would characterize me as an employee who avoids damaging our brand.
- d. Other people would characterize me as an employee who pays attention to my personal appearance which is in line with our brand's appearance.
- e. Other people would characterize me as an employee who represents our brand favorably in conversations.
- f. Other people would characterize me as an employee who defends our brand if outsiders criticize it.
- g. Other people would characterize me as an employee who tells outsiders our brand is good place to work.

- h. Other people would characterize me as an employee who actively promotes our brand's products and services.
- i. Other people would characterize me as an employee who asks customers and colleagues actively for feedback to improve customers' brand experience.
- j. Other people would characterize me as an employee who strives to develop expertise by reading manuals or guidebooks to improve customers' brand experience.
- k. Other people would characterize me as an employee who takes regularly the initiative to participate in trainings to improve customers' brand experience.
- l. Other people would characterize me as an employee who report customer feedback directly to the person in charge to improve customers' brand experience.

### **3.6 Validity and Reliability Test of the Instrument**

According to Zikmund *et al.*, 2006 (cited in Rusydina, 2017) validity test indicated the extent to which indicator could explain the observed variables. An indicator is said to be valid if it has a value corrected item total correlation  $\geq 0.30$ . However, if the validity coefficient of one item is less than the critical value for validity coefficient, which is (0.30), the item is considered invalid or failed. Thus, the reliability test was conducted to analyze

the consistency of measurement tools. The acceptable values of Cronbach Alpha that indicated the reliability should be greater than 0.6.

By this reason, before distributing questionnaires to the samples of this research, the questionnaire was used as a data collection tool and tested for validity and reliability. Once everything prepared, a questionnaire that had been created was distributed to 30 (thirty) respondents, as a pilot test. These were the following variables:

- a. Brand Understanding has 16 (sixteen) variables.
- b. Brand Identification has 8 (eight) variables.
- c. Brand Commitment has 5 (five) variables.
- d. Brand Citizenship Behavior has 11 (eleven) variables.

Table 3.1 and 3.2 below presents the result in detail regarding the validity test and reliability test using SPSS.

**Table 3.1 - Validity and Reliability Test for the Questionnaire I**

<b>Constructs/Indicator</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach Alpha</b>	<b>Cut off Value</b>	<b>Status</b>
<b>Brand Understanding (BU)</b>		0.935	0.6	Reliable
(BU1) A strong brand is important for our organization's success.	0.801		0.3	Valid
(BU2) Our brand is an important asset of our organization.	0.660		0.3	Valid
(BU3) Brand success is directly related to our organization's success.	0.715		0.3	Valid

(BU4) With my behavior, I can affect customers' perception of our brand.	0.469		0.3	Valid
(BU5) By living our brand face to face with other employees, I can strengthen our brand in the organization.	0.723		0.3	Valid
(BU6) With my behavior, I can affect my brand success.	0.853		0.3	Valid
(BU7) I know what our brand stands for.	0.837		0.3	Valid
(BU8) I know our brand identity.	0.805		0.3	Valid
(BU9) I know our brand promise.	0.780		0.3	Valid
(BU10) I know how to live our brand in my daily work.	0.701		0.3	Valid
(BU11) I know how to act brand consistent in my daily work.	0.753		0.3	Valid
(BU12) I know how to deliver our brand promise in my daily work.	0.740		0.3	Valid
(BU13) Our organizational processes do not support me living our brand.	0.172		0.3	Invalid
(BU14) In order to keep our brand promise, the organizational processes have to be improved.	0.443		0.3	Valid
(BU15) I cannot get involved with our brand as much as I want because of our organizational processes.	0.148		0.3	Invalid
(BU16) Our organizational processes hinder me to behave in line with our brand identity and promise.	0.300		0.3	Valid
<b>Brand Identification (BI)</b>		0.918	0.6	Reliable
(BI1) I like to work for our brand.	0.808		0.3	Valid
(BI2) I am a person who is glad to belong to our brand.	0.761		0.3	Valid

(BI3) I am glad I chose to work for our brand rather than another brand.	0.437		0.3	Valid
(BI4) I have warm feelings toward our brand as a place to work.	0.824		0.3	Valid
(BI5) I have positive feelings about my belonging to our brand.	0.793		0.3	Valid
(BI6) As an employee I am proud that I am part of our brand.	0.871		0.3	Valid
(BI7) As an employee belonging to our brand means enjoying a lot of respect.	0.909		0.3	Valid
(BI8) As an employee it is advantageous to belong to our brand rather than belonging to another brand.	0.795		0.3	Valid
<b>Brand Commitment (BC)</b>		0.916	0.6	Reliable
(BC1) I really feel as if this brand's problems are my own.	0.709		0.3	Valid
(BC2) I feel like "part of the family" at our brand.	0.854		0.3	Valid
(BC3) I feel "emotionally attached" to our brand.	0.843		0.3	Valid
(BC4) Our brand has a great deal of personal meaning for me.	0.798		0.3	Valid
(BC5) I feel strong sense of belonging to our brand.	0.867		0.3	Valid
<b>Brand Citizenship Behavior (BCB)</b>		0.923	0.6	Reliable
(BCB1) Other people would characterize me as an employee who day-to-day strengthens it.	0.784		0.3	Valid
(BCB2) Other people would characterize me as an employee who follows brand related to rules and instructions.	0.725		0.3	Valid
(BCB3) Other people would characterize me as an employee who avoids damaging our brand.	0.325		0.3	Valid
(BCB4) Other people would characterize me as an employee who pays attention that my personal	0.841		0.3	Valid

appearance is in line with our brand's appearance.				
(BCB5) Other people would characterize me as an employee who defends our brand if outsiders criticize it.	0.877		0.3	Valid
(BCB6) Other people would characterize me as an employee who tells outsiders our brand is good place to work.	0.776		0.3	Valid
(BCB7) Other people would characterize me as an employee who actively promotes our brand's products and services.	0.772		0.3	Valid
(BCB8) Other people would characterize me as an employee who asks customers and colleagues actively for feedback to improve customers' brand experience.	0.705		0.3	Valid
(BCB9) Other people would characterize me as an employee who strives to develop expertise by reading manuals or guidebooks to improve customers' brand experience.	0.833		0.3	Valid
(BCB10) Other people would characterize me as an employee who regularly takes the initiative to improve customers' brand experience.	0.724		0.3	Valid
(BCB11) Other people would characterize me as an employee who report customer feedback directly to the person in charge to improve customers' brand experience.	0.708		0.3	Valid

Source: SEM data processing results, 2018 (APPENDIX B)

From the table above it can be seen that there were two indicators from Brand Understanding variable below the predetermined value to meet the elements of the validity of an indicator. For that reason, those indicators were

not valid. Thus, the researcher deleted those two indicators and tested the validity and reliability of Brand Understanding variable. The results of the retest are as follow:

**Table 3.2 - Validity and Reliability Test for the Questionnaire II**

<b>Constructs/Indicator</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach Alpha</b>	<b>Minimal Score</b>	<b>Status</b>
<b>Brand Understanding (BU)</b>		0.935	0.6	Reliable
(BU1) A strong brand is important for our organization's success.	0.820		0.3	Valid
(BU2) Our brand is an important asset of our organization.	0.768		0.3	Valid
(BU3) Brand success is directly related to our organization's success.	0.767		0.3	Valid
(BU4) With my behavior I can affect customers' perception of our brand.	0.594		0.3	Valid
(BU5) By living our brand face to face with other employees I can strengthen our brand in the organization.	0.750		0.3	Valid
(BU6) With my behavior I can affect my brand success.	0.843		0.3	Valid
(BU7) I know what our brand stands for.	0.875		0.3	Valid
(BU8) I know our brand identity.	0.765		0.3	Valid
(BU9) I know our brand promise.	0.889		0.3	Valid
(BU10) I know how to live our brand in my daily work.	0.865		0.3	Valid
(BU11) I know how to act brand consistent in my daily work.	0.884		0.3	Valid

(BU12) I know how to deliver our brand promise in my daily work.	0.862		0.3	Valid
(BU13) In order to keep our brand promise, the organizational processes have to be improved.	0.741		0.3	Valid
(BU14) Our organizational processes hinder me to behave in line with our brand identity and promise.	0.300		0.3	Valid
<b>Brand Identification (BI)</b>		0.918	0.6	Reliable
(BI1) I like to work for our brand.	0.808		0.3	Valid
(BI2) I am a person who is glad to belong to our brand.	0.761		0.3	Valid
(BI3) I am glad I chose to work for our brand rather than another brand.	0.437		0.3	Valid
(BI4) I have warm feelings toward our brand as a place to work.	0.824		0.3	Valid
(BI5) I have positive feelings about my belonging to our brand.	0.793		0.3	Valid
(BI6) As an employee I am proud that I am part of our brand.	0.871		0.3	Valid
(BI7) As an employee belonging to our brand means enjoying a lot of respect.	0.909		0.3	Valid
(BI8) As an employee it is advantageous to belong to our brand rather than belonging to another brand.	0.795		0.3	Valid
<b>Brand Commitment (BC)</b>		0.916	0.6	Reliable
(BC1) I really feel as if this brand's problems are my own.	0.709		0.3	Valid
(BC2) I feel like "part of the family" at our brand.	0.854		0.3	Valid
(BC3) I feel "emotionally attached" to our brand.	0.843		0.3	Valid
(BC4) Our brand has a great deal of personal meaning for me.	0.798		0.3	Valid
(BC5) I feel strong sense of belonging to our brand.	0.867		0.3	Valid

<b>Brand Citizenship Behavior (BCB)</b>		0.923	0.6	Reliable
(BCB1) Other people would characterize me as an employee who day-to-day strengthens it.	0.784		0.3	Valid
(BCB2) Other people would characterize me as an employee who follows brand related rules and instructions.	0.725		0.3	Valid
(BCB3) Other people would characterize me as an employee who avoids damaging our brand.	0.325		0.3	Valid
(BCB4) Other people would characterize me as an employee who pays attention that my personal appearance is in line with our brand's appearance.	0.841		0.3	Valid
(BCB5) Other people would characterize me as an employee who defends our brand if outsiders criticize it.	0.877		0.3	Valid
(BCB6) Other people would characterize me as an employee who tells outsiders our brand is good place to work.	0.776		0.3	Valid
(BCB7) Other people would characterize me as an employee who actively promotes our brand's products and services.	0.772		0.3	Valid
(BCB8) Other people would characterize me as an employee who asks customers and colleagues actively for feedback to improve customers' brand experience.	0.705		0.3	Valid
(BCB9) Other people would characterize me as an employee who strives to develop expertise by reading manuals or guidebooks to improve customers' brand experience.	0.833		0.3	Valid
(BCB10) Other people would characterize me as an employee who regularly takes the initiative to	0.724		0.3	Valid

improve customers' brand experience.				
(BCB11) Other people would characterize me as an employee who report customer feedback directly to the person in charge to improve customers' brand experience.	0.708		0.3	Valid

Source: SEM data processing results, 2018 (APPENDIX B)

### 3.7 Analysis Technique

This research mainly used AMOS and SPSS to conduct data analysis. This research consisted of two steps of data analysis. The first step of analysis was conducting the pilot test. Pilot test was conducted to test the validity and reliability of the indicators used in the questionnaire. Pilot test was conducted by spreading questionnaire on 30 respondents and the results was analyzed by using SPSS. Once the pilot test completed, the next step was to test research hypotheses and model fitness, researcher used SEM (Structural Equation Modeling) analysis in AMOS application.

Structural equation modeling (SEM) was used as the technical analysis in this research, by considering the conceptual model of this research in which, it had one dependent variable, the two mediating variables, and one independent variable. This technique was conducted to analyze the relationship among brand understanding, brand identification, brand commitment, and brand citizenship behavior.

### **3.7.1. Respondents' Characteristic**

In this part, this research explained the demographic characteristics of the respondents which consisted of the education institutions as their place of work.

### **3.7.2 Descriptive Analysis**

Descriptive analysis is the transformation of raw data into a form that will make them easy to understand and interpret to generate descriptive information (Zikmund, 2003). Meanwhile, according to Setyosari, 2010 (cited in Rusyidina, 2017) descriptive research is a kind of research that aims to explain or describe a situation, event, and object whether people, or anything associated with variable can be explained by both numbers and words.

### **3.7.3 Model Development on Theory**

According to Bollen (cited by the Rusyidina, 2017), "SEM is sets of equations that encapsulate the relationships among the latent variables, observed variables, and error variables". SEM can be used to answer research issues (research question) in a set of systematic and comprehensive analysis. SEM is a multivariate analysis technique that was developed to cover the limitations of the previous analytic models that have been used widely in statistical research. The assessments of the model include regression analysis, path analysis and confirmatory factor analysis (Hox & Bechger: 1998).

### 3.7.3.1 Path Diagram and Structural Equations

According to Marcoulides and Raykov (2006), in SEM there are two kinds of variables, which are latent variable and observe variable. Latent variables consist of endogenous and exogenous variables. Exogenous variables depicted in Greek letters with " $\zeta$ " and endogenous variables with " $\eta$ ". In graphic form, exogenous become the target of a line with two arrows or the correlation / co-variance. Meanwhile, endogenous variable is into a target of at least one of the arrows or regression relationship. Thus, exogenous variable is also known as source variable or independent variables that are not influenced or predicted by other variables in the model. Meanwhile, endogenous variable refers to the dependent variable, which means it is influenced by other variables.

In the SEM calculation model, there are two types of models, which are structural model and measurement model (Marcoulides and Raykov, 2006). Structural model is a set of relationships between latent variables and this relationship can be considered linear, although further development enables non-linear equations to be incorporated. Meanwhile, measurement model is a model, which is a part of model SEM normally associated with latent variables and their indicators. The relationship in this model is done through confirmatory factor analysis model or confirmatory factor analysis (CFA) in which unmeasured co-variance between each pair of variables is possible.

### **3.7.3.2 Choosing Input Matrix and Estimation Model**

Structural Equation Modeling (SEM) has two main objectives in its analysis. Firstly, is to determine whether the model is fit or not. Secondly, to test various hypotheses that have been made previously. Structural Equation Modeling (SEM) is different from other multivariate analysis techniques. SEM only uses the data input in the form of variants or co-variance matrix or correlation metrics. The goodness of fit model can be determined by minimizing the differences between the sample co-variance matrix and implied co-variance matrix (Ghozali, 2008).

Estimation technique consists of two phases. The first phase is measurement estimation model, which is used to test the constructs of exogenous and endogenous techniques. The second phase is Structural Equation Model estimation (SEM), which is done through a full model to analyze the appropriateness of the model and causality built into this model.

### **3.7.3.3 Structural Equation Model (SEM) Identification**

SEM identification is a stage where a unique value must be obtained for all parameters of the obtained data. If the unique value cannot be found, the modification of the model may be needed to identify the unique value prior to parameter estimation. There are three categories of identification in SEM (Wijanto, 2008):

- a. *Unidentified model*: A model, in which the value of estimated parameter is greater than the value of known data.

- b. *Just Identified*: A model, in which the value of estimated parameter is equal to the value of known data. Thus it can be concluded that the model has zero degree of freedom.
- c. *Over Identified*: A model, in which the estimated parameter value is smaller than the value of known data.

#### **3.7.3.4 Goodness of Fit Criteria**

##### **a. Chi-Square ( $X^2$ ) and Normed $X^2$**

According to Joreskog & Sorbom, 1993; Joreskog & Sorbom, 1996; Hair et al. 1998; Joreskog, 2002 (cited in Ghozali & Fuad, 2008), Chi-square value identifies deviations between the sample covariance matrix and fitted model covariance matrix. However, the chi-square value will be valid, only if the data met the assumptions of normality and have a large sample sizes. Beside that, chi-square is a measurement of whether the model is fit or poor. If the model's value of Chi-square is 0, the model has a perfect fit.

Meanwhile, according to Holmes-Smith (cited in Setiaji, Winarno, Kusumawardani, 2015) normed  $\chi^2$  Tests is the ratio of  $\chi^2$  divided by its degree of freedom. A good model has normed  $\chi^2$  between 1 and 2. However, the ratio of 2 to 3 indicates that it meets the criteria for a good model.

According to Ghozali and Fuad (2008), probability (P value) is a function, which is used to get large deviation indicated by the value of chi-square. When the chi-square value is significant ( $\leq 0.05$ ), it shows that there

are differences between the empirical data obtained in this research and the previous theory. Thus, the probability of insignificant chi square value is expected, which indicates that the empirical data is in accordance with the model.

- If  $H_0$  : Empirical data is identic to theory/model. It means that hypothesis is accepted if  $p \geq 0.05$
- $H_a$  : Empirical data is not identic to theory/model. It means that hypothesis is accepted if  $p \geq 0.05$

**b. Goodness of Fit Indices (GFI)**

GFI is a measurement of the accuracy of the model in generating observed covariance matrix. GFI value should range between 0 and 1. Diamantopaulus & Siguaw (cited in Ghozali & Fuad, 2008) stated that if the value of  $GFI \geq 0.9$ , it shows a model of a good fit. Joreskog & Sorbom theory (cited in Ghozali & Fuad, 2008) also proved that GFI has the possibility to have a negative value but it is not supposed to happen. If a model has a negative GFI, it indicates the worst model.

**c. Root Mean Square Error of Approximation (RMSEA)**

RMSEA is the most informative indicator of model fit compared with other indicators. According to Browne & Cudeck (cited in Ghozali & Fuad, 2008), RMSEA is able to quantify deviations parameter values in a model with a covariance matrix of the population. The standards of RMSEA are as follow:

- If  $RMSEA \leq 0.5$ , it indicates a model fit (Byrne, 1998).
- If  $RMSEA = 0.8 - 1.0$ , it indicates that the model has a fit that is mediocre (enough) (MacCallum, *et al.* (1996).
- If  $RMSEA \geq 1$ , it indicates a poor model fit (MacCallum, *et al.*, 1996).

**d. Comparative Fit Index (CFI)**

CFI value ranges from 0 to 1. If the value of CFI is  $\geq 0.90$ , it indicates a good fit. Meanwhile, if value of CFI is between  $0.80 \leq CFI \leq 0.90$ , it often referred to as marginal fit. Bentler (cited in Ghozal & Fuad, 2008) stated that the CFI is highly recommended as a tool to measure the fit of a model.

**e. AGFI (Adjusted Goodness of Fit)**

As the complexity of model can result bias, Adjusted Goodness-of-Fit Index (AGFI) has a role to adjust the bias. The AGFI adjusts the model's degrees of freedom relative to the number of observed variables and therefore it gives rewards to less complex models with fewer parameters. The AGFI approaches the GFI. A rule for this index is that 0.90 is an indicator of good fit relative to the baseline model, while the value greater than 0.85 may be considered as an acceptable fit (Schermelleh, *et al.*, 2003).

**f. TLI (Tucker Lewis Index)**

Tucker-Lewis Index (TLIS) is also known as *nonnormed fit index* (NNFI). The adjustment to the TLI is called the relative fit index (RFI). Originally, TLI is used to evaluate the factor analysis which later is developed

to SEM (Haryono and Wardoyo, 2012). This measurement combines parsimony size into comparison index between the proposed model and null model and the TLI value that ranges from 0 to 1.0. It is recommended that the value of TLI is equal to or is greater than 0.09.

**Table 3.3 Goodness of Fit Index**

<b>Goodness of Fit Index</b>	<b>Cut off Value</b>
Degree of Freedom (DF)	Positive (+)
X <sup>2</sup> (Chi-Square)	Small value
Significance Probability	≥ 0.05
CMIN/DF	≤ 2.00
GFI (Goodness of Fit Index)	≥ 0.90
RMSEA (Root Mean Square Error of Approximation)	≤ 0.08
AGFI (Adjusted Goodness of Fit)	≥ 0.90
TLI (Tucker Lewis Index)	≥ 0.90
CFI (Comparative Fit Index)	≥ 0.90

### **3.7.4 Classical Assumption Test**

According to Sujarweni (2014), classical assumption test which consists of normality test, heteroscedasticity test, and multicollinearity test, must be performed before conducting the regression test on the research

hypothesis. The normality test was conducted to test the normality of the data distribution. This test was done by looking at the probability plots and comparing the cumulative distribution of real data by looking at the spread of the data (points) on the diagonal axis of the graph or it can also be seen from the histogram of the residual.

The second test of classical assumption test was heteroscedasticity test. It was conducted to test the variance of the regression residuals which was not equal from one observation to another observation. In regression, one of the assumptions that must be met was the variance of the residuals from observational data to the observation that others did not have a specific pattern. This same pattern was not indicated by the value that was not equal among the variance of the residuals. The symptoms of unequal variance were called heteroscedasticity symptom. This test was done to figure out the heteroscedasticity symptom on the spread of residual variance.

Finally, multicollinearity test was a test of assumption in the form of multiple regression analysis. Multicollinearity test was used to analyze the correlation among the independent variables. If multicollinearity symptom was found in this regression model, one-step to improve the model was to eliminate variables from the regression model. Thus the model could be fit. Multicollinearity's measurement was VIF test. If  $VIF < 10$ , the multicollinearity did not happen in the model (Sujarweni, 2014).

## **CHAPTER IV**

### **RESULT & DISCUSSION**

This chapter explains the data analysis of “The Role of Employee’s Brand Understanding, Brand Identification, and Brand Commitment on the Establishment of Brand Citizenship Behavior (Case Study: Employees on Education Institutions)”. This research was conducted through paper based and internet based questionnaire. There were 183 respondents who participated in this research. The detailed information of the responses could be seen in the appendix.

As mentioned before, AMOS was used in this research to analyze the data collected. The discussion of this analysis follows this plan: 1) explanation of respondents’ characteristic, 2) descriptive analysis, 3) Validity and Reliability test discussion, 4) Goodness of Fit measurement discussion, 5) Hypothesis Testing.

#### **4.1. Characteristic of Respondents**

There were 183 respondents that were consisted of lectures, teachers, and officers/ administrators of three educational institutions in Daerah Istimewa Yogyakarta. These institutions were Universitas Islam Indonesia, Universitas Cokroaminoto Yogyakarta, and Madrasah Aliyah Negeri 1 Yogyakarta.

**Table 4.1 Respondents Classification Based on Educational Institutions**

No	Education Institutions	Frequency	Percentage
1.	Universitas Islam Indonesia	90	49.1%
2.	Universitas Cokroaminoto	45	24.6%
3.	MAN 1 Yogyakarta	48	26.3%
Total		183	100.0%

*Source: Primary Data (Computed), 2018*

#### 4.2 Descriptive Analysis

The value-average score was assisted to determine respondents' assessment criteria. Score interval can be found by the following calculation:

Lowest perception score = 1

Highest perception score = 6

$$\text{Interval} = \frac{6-1}{5} = 1$$

With the detail interval as follows:

1.00 – 2.00 = Strongly disagree

2.01 – 3.00 = Disagree

3.01 – 4.00 = Fair (Neutral)

4.01 – 5.00 = Agree

5.01 – 6.00 = Strongly agree

#### 4.2.1 Brand Understanding

The result of descriptive analysis of Brand Understanding can be seen in Table 4.2 as follows:

**Table 4.2 Descriptive Analysis of Brand Understanding**

Attributes of Brand Understanding	Mean	Category
(BU1) A strong brand is important for our organization's success.	5.617	Strongly agree
<b>(BU2) Our brand is an important asset of our organization.</b>	<b>5.623</b>	<b>Strongly agree</b>
(BU3) Brand success is directly related to our organization's success.	5.366	Strongly agree
(BU4) With my behavior I can affect customers' perception of our brand.	5.290	Strongly agree
(BU5) By living our brand face to face with other employees I can strengthen our brand in the organization.	5.262	Strongly agree
(BU6) With my behavior I can affect my brand success.	5.186	Strongly agree
(BU7) I know what our brand stands for.	5.005	Strongly agree

(BU8) I know our brand identity.	4.902	Agree
(BU9) I know our brand promise.	5.011	Strongly agree
(BU10) I know how to live our brand in my daily work.	4.913	Agree
(BU11) I know how to act brand consistent in my daily work.	4.984	Agree
(BU12) I know how to deliver our brand promise in my daily work.	4.858	Agree
(BU13) In order to keep our brand promise, the organizational processes have to be improved.	5.404	Strongly agree
(BU14) Our organizational processes hinder me to behave in line with our brand identity and promise.	2.962	Disagree
<b>Mean</b>	<b>5.027</b>	<b>Strongly agree</b>

*Source: Primary Data (Computed), 2018*

Based on the descriptive analysis as presented in the Table 4.2, it is shown that the average assessment of 183 respondents was 5.027 . Among the 14 indicators of brand understanding, the second indicator which was “our brand is an important asset of our organization” that had the highest mean with the value of 5.623 and was considered as Strongly agree. For the indicator with the lowest mean was the fourteenth indicator, “our organizational processes hinder me to behave in line with our brand identity and promise”, with the value of 2.962 and was considered as Disagree.

## 4.2.2 Brand Identification

The result of descriptive analysis of Brand Identification can be seen in Table 4.3 as follows:

**Table 4.3 Descriptive Analysis of Brand Identification**

<b>Attributes of Brand Identification</b>	<b>Mean</b>	<b>Category</b>
<b>(BI1) I like to work for our brand.</b>	<b>5.410</b>	<b>Strongly agree</b>
(BI2) I am a person who is glad to belong to our brand.	5.295	Strongly agree
(BI3) I am glad I chose to work for our brand rather than another brand.	4.940	Agree
(BI4) I have warm feelings toward our brand as a place to work.	5.202	Strongly agree
(BI5) I have positive feelings about my belonging to our brand.	5.290	Strongly agree
(BI6) As an employee I am proud that I am part of our brand.	5.295	Strongly agree
(BI7) As an employee belonging to our brand means enjoying a lot of respect.	5.230	Strongly agree
(BI8) As an employee it is advantageous to belong to our brand rather than belonging to another brand.	4.776	Agree
<b>Mean</b>	<b>5.180</b>	<b>Strongly agree</b>

*Source: Primary Data (Computed), 2018*

Based on the descriptive analysis as presented in the Table 4.3, it is shown that the average assessment of 183 respondents was 5.180 . Among the

eight indicators of brand identification, the first indicator which was “I like to work for our brand” that had the highest mean with the value of 5.410 and was considered as Strongly agree. For the indicator with the lowest mean is the eighth indicator, “as an employee it is advantageous to belong to our brand rather than belonging to another brand”, with the value of 4.776 and was considered as Agree.

### 4.2.3 Brand Commitment

The result of descriptive analysis of Brand Commitment can be seen in Table 4.4 as follows:

**Table 4.4 Descriptive Analysis of Brand Commitment**

<b>Attributes of Brand Commitment</b>	<b>Mean</b>	<b>Category</b>
(BC1) I really feel as if this brand’s problems are my own.	4.874	Agree
<b>(BC2) I feel like “part of the family” at our brand.</b>	<b>5.230</b>	<b>Strongly agree</b>
(BC3) I feel “emotionally attached” to our brand.	4.956	Agree
(BC4) Our brand has a great deal of personal meaning for me.	5.005	Strongly agree
(BC5) I feel strong sense of belonging to our brand.	5.033	Strongly agree
<b>Mean</b>	<b>5.020</b>	<b>Strongly agree</b>

*Source: Primary Data (Computed), 2018*

Based on the descriptive analysis as presented in the Table 4.4, it is shown that the average assessment of 183 respondents was 5.020 . Among the five indicators of brand commitment, the second indicator which was “I feel like “part of the family” at our brand” that had the highest mean with the value of 5.230 and was considered as the Strongly agree. For the indicator with the lowest mean was the first indicator, “I really feel as if this brand’s problems are my own”, with the value of 4.874 and was considered as Agree.

### 4.2.3 Brand Citizenship Behavior

The result of descriptive analysis of Brand Citizenship Behavior can be seen in Table 4.5 as follows:

**Table 4.5 Descriptive Analysis of Brand Citizenship Behavior**

<b>Attributes of Brand Citizenship Behavior</b>	<b>Mean</b>	<b>Category</b>
(BCB1) Other people would characterize me as an employee who day-to-day strengthens it.	4.792	Agree
(BCB2) Other people would characterize me as an employee who follows brand related rules and instructions.	4.852	Agree
<b>(BCB3) Other people would characterize me as an employee who avoids damaging our brand.</b>	<b>4.951</b>	<b>Agree</b>
(BCB4) Other people would characterize me as an employee who pays attention that my personal appearance is in line with our brand’s appearance.	4.869	Agree
(BCB5) Other people would characterize me as an employee who defends our brand if outsiders criticize it.	4.896	Agree

<b>(BCB6) Other people would characterize me as an employee who tells outsiders our brand is good place to work.</b>	<b>4.951</b>	<b>Agree</b>
(BCB7) Other people would characterize me as an employee who actively promotes our brand's products and services.	4.847	Agree
(BCB8) Other people would characterize me as an employee who asks customers and colleagues actively for feedback to improve customers' brand experience.	4.820	Agree
(BCB9) Other people would characterize me as an employee who strives to develop expertise by reading manuals or guidebooks to improve customers' brand experience.	4.874	Agree
(BCB10) Other people would characterize me as an employee who regularly takes the initiative to improve customers' brand experience.	4.803	Agree
(BCB11) Other people would characterize me as an employee who report customer feedback directly to the person in charge to improve customers' brand experience.	4.787	Agree
<b>Mean</b>	<b>4.858</b>	<b>Agree</b>

*Source: Primary Data (Computed), 2018*

Based on the descriptive analysis as presented in the Table 4.5, it is shown that the average assessment of 183 respondents was 4.584. Among the eleven indicators of brand citizenship behavior, both of the third indicator which was “Other people would characterize me as an employee who avoids damaging our brand” and the sixth indicator which was “Other people would characterize me as an employee who tells outsiders our brand is good place to work” that had the

highest mean with the value of 4.951 and were considered Agree. For the indicator with the lowest mean was the eleventh indicator, “other people would characterize me as an employee who report customer feedback directly to the person in charge to improve customers’ brand experience”, with the value of 4.787 and was considered as Agree.

#### 4.3. Validity and Reliability Test

Even though the validity testing had been tested by SPSS program, it was required that the data was retested by using AMOS measurement model. In this research, 183 samples were taken to measure the validity and reliability test. This test must be done in order to know whether the data of AMOS were valid and reliable. AMOS software version 22.0 was used to test validity in this research. The evaluation of measurement model also evaluated whether the item is good or not, by using Confirmatory Factor Analysis (CFA) or known as factor analysis. CFA measurement model was used in order to described how good the variables to be used to measure the construct. The variable can be stated as valid if the loading factor from each construct is more than 0.5 ( $\lambda > 0.5$ ). Moreover, if the value of construct reliability from each construct is more than 0.7, it can be stated as reliable. The result of validity and reliability test using AMOS program could be seen in Table 4.6 below:

The formula of construct reliability is adopted from Fornell and Lacker

$$(1981): \text{construct reliability} = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum \epsilon^i}$$

**Table 4.6 Validity and Reliability Test (AMOS)**

Variable	Indicator	Loading ( $\lambda$ )	$\Sigma(\lambda)$	Error ( $\epsilon$ )	$\Sigma(\epsilon)$	Construct Reliability	Label
Brand Understanding						0.9143	Reliable
	BU_BR	0.639	3.686	0.368	1.273		Valid
	BU_BER	0.711		0.296			Valid
	BU_BK	0.860		0.167			Valid
	BU_BCON	0.897		0.117			Valid
	BU_BOS	0.579		0.325			Valid
Brand Identification						0.9522	Reliable
	BI1	0.850	6.630	0.179	2.205		Valid
	BI2	0.838		0.212			Valid
	BI3	0.680		0.587			Valid
	BI4	0.881		0.166			Valid
	BI5	0.920		0.100			Valid
	BI6	0.915		0.116			Valid
	BI7	0.882		0.192			Valid
	BI8	0.664		0.653			Valid
Brand Commitment						0.940	Reliable
	BC1	0.672	4.122	0.405	1.093		Valid
	BC2	0.820		0.206			Valid
	BC3	0.855		0.203			Valid
	BC4	0.877		0.149			Valid
	BC5	0.898		0.130			Valid
Brand Citizenship Behavior						0.948	Reliable
	BCB_G	0.812	3.516	0.293	0.674		Valid
	BCB_COM	0.892		0.121			Valid
	BCB_END	0.926		0.109			Valid
	BCB_DEV	0.886		0.151			Valid

*Source: Primary Data (Computed), 2018*

Shown from the data in the Table 4.6 that the indicators are all valid with the value of loading factor more than 0.5 ( $\lambda > 0.5$ ). The reliability is the overall consistency of a measure. A measure is stated to have a high reliability if it produces similar results under consistent conditions. Based on the Table 4.6, the result of construct reliability shows very good values which is all values are more than 0.7.

#### 4.4. Goodness of Fit Measurement

One of the most chosen techniques by the researchers across disciplines which had always been used technique by researchers in the social science was Structural Equation Modelling (SEM). Because there was no single measurement to test the hypothesis in SEM analysis, researchers can test the hypothesis by using Goodness of Fit index to measure the goodness of the proposed models. The result of the Goodness of Fit of this research could be seen in the Table 4.7 as follow:

**Table 4.7 Goodness of Fit Analysis**

No.	Goodness of Fit Index	Cut off Value	Result	Model Valuation
1.	Degree of Freedom (DF)	Positive	200	Good Fit
2.	X <sup>2</sup> (Chi-Square)	Small value	344.076	Good Fit
3.	Probability	$\geq 0.05$	0.000	Not Fit

4.	RMSEA (Root Mean Square Error of Approximation)	$\leq 0.08$	0.063	Good Fit
5.	GFI (Goodness of Fit Index)	$\geq 0.90$	0.859	Marginal Fit
6.	AGFI (Adjusted Goodness of Fit)	$\geq 0.90$	0.822	Marginal Fit
7.	CMIN/DF	$\leq 2.00$	1.720	Good Fit
8.	TLI (Tucker Lewis Index)	$\geq 0.90$	0.953	Good Fit
9.	CFI (Comparative Fit Index)	$\geq 0.90$	0.959	Good Fit

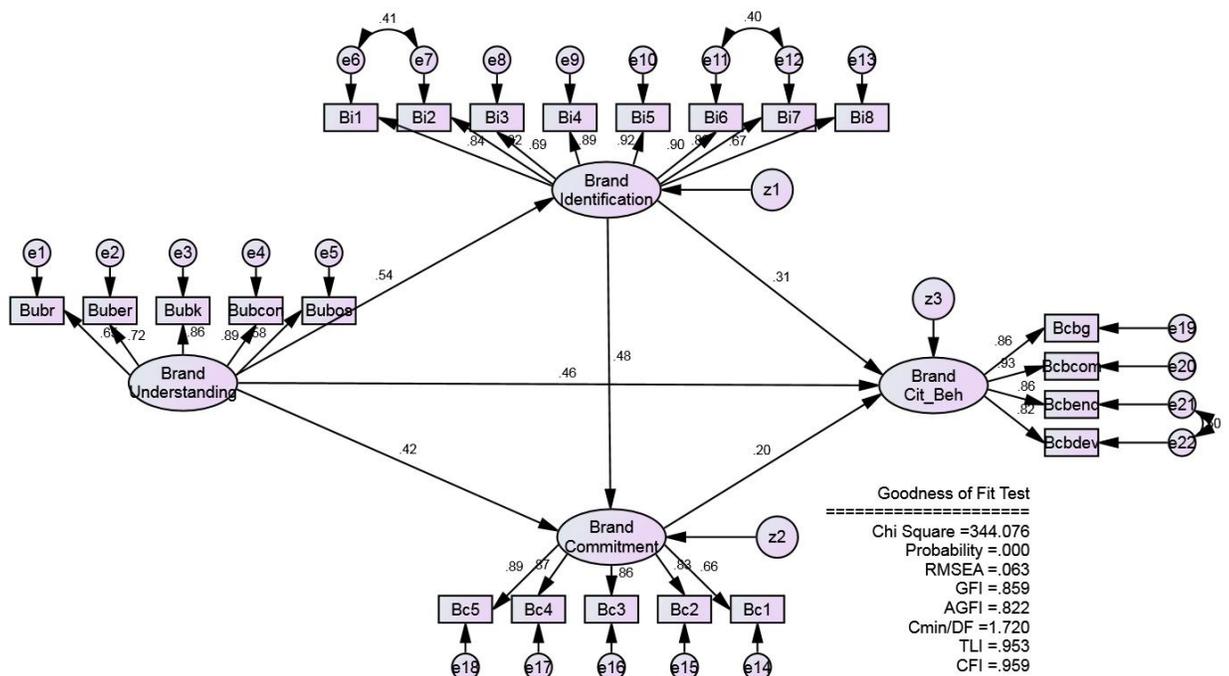
*Source: Primary Data (Computed), 2018*

Table 4.7 showed the result of the data analysis for the model proposed in this research. There was only one criterion which was not fulfilled. This criterion was Probability that only had the score of 0.000. The Probability, in order to be valid, must have the value of more or equal to 0.05 ( $\geq 0.05$ ). The GFI was resulted marginal fit with the score of 0.859 which means still fulfill the threshold which must be more than or equal to 0.900 ( $\geq 0.90$ ). Besides, the AGFI also resulted marginal fit with the score of 0.822 which means still fulfill the threshold which must be more than or equal to 0.900 ( $\geq 0.90$ ). However, the rest criteria were all resulting good score; Degree of Freedom (DF) with the score of 200, RMSEA with the score of 0.063, CMIN/DF with the score of 1.720, TLI with the score of 0.953, and the last one was CFI, with the score of 0.959.

#### 4.5. Hypothesis Testing

As it had been discussed, there were six hypotheses in this research. In investigating whether the hypotheses were supported or not, the probability result of standardized regression weight estimate was analysed. The hypothesis is supported when the value of probability is less than 0.05 ( $p < 0.05$ ). The testing result of the research model could be seen in the following model:

**Figure 4.1 Result of Research**



Source: Primary Data (Computed), 2018

According to the analysis of AMOS version 22.0, the following is Table 4.8 explained hypothesis testing that indicated the causal relationship among the variables:

**Table 4.8 Hypothesis Testing Result**

<b>Hypothesis</b>	<b>Variable Relationship</b>	<b>Estimate Standardized</b>	<b>P-Value</b>	<b>Label</b>
<b>H1</b>	Brand Understanding → Brand Identification	0.540	0.000	Supported
<b>H2</b>	Brand Understanding → Brand Commitment	0.423	0.000	Supported
<b>H3</b>	Brand Understanding → Brand Citizenship Behavior	0.464	0.000	Supported
<b>H4</b>	Brand Identification → Brand Commitment	0.476	0.000	Supported
<b>H5</b>	Brand Identification → Brand Citizenship Behavior	0.308	0.000	Supported
<b>H6</b>	Brand Commitment → Brand Citizenship Behavior	0.196	0.027	Supported

*Source: Primary Data (Computed), 2018*

Based on Table 4.8 the equations were as follow:

Brand Understanding = 0.540 in Brand Identification

Brand Understanding = 0.423 in Brand Commitment

Brand Understanding = 0.464 in Brand Citizenship Behavior

Brand Identification = 0.476 in Brand Commitment

Brand Identification = 0.308 in Brand Citizenship Behavior

Brand Commitment = 0.196 in Brand Citizenship Behavior

The first hypothesis proposed that brand understanding had a significant positive effect on brand identification. In Table 4.8, the testing of brand understanding on brand identification was proven significant because the value probability was 0.000 ( $p < 0.05$ ) and the path estimate was 0.540 (H1 supported). In conclusion, the effect of brand understanding on brand identification was positive and the hypothesis was **accepted**.

The second hypothesis that stated brand understanding has a significant positive effect on brand commitment was **accepted**. In Table 4.8, it can be seen that p-value of brand understanding on brand commitment was 0.000 ( $p < 0.05$ ) and the path estimate was 0.423 (H2 supported).

The third hypothesis that believed brand understanding has a significant positive effect on brand citizenship behavior, was **accepted**. This hypothesis was proven in Table 4.8. The p-value was 0.000 ( $p < 0.05$ ) and the path estimate was 0.464 (H3 supported).

The fourth hypothesis proposed that brand identification has a significant positive effect on brand commitment, was **accepted**. As shown in Table 4.8, p-value was 0.000 ( $p < 0.05$ ) and the path estimate was 0.476 (H4 supported).

The fifth hypothesis believed that brand identification has a significant positive effect on brand citizenship behavior, was **accepted**. As shown in Table 4.8, p-value was 0.000 ( $p < 0.05$ ) and the path estimate was 0.308 (H5 supported).

Finally, the sixth hypothesis believed that brand commitment has a significant positive effect on brand citizenship behavior, was **accepted**. As shown in Table 4.8, p-value was 0.027 ( $p < 0.05$ ) and the path estimate was 0.196 (H6 supported).

## **4.6 Result Discussion**

The following are the discussion of six hypothesis proposed in this research.

### **4.6.1. Direct Effects**

#### **4.6.1.1 The Impact of Brand Understanding on Brand Identification**

The result proven that brand understanding had a significant positive effect on brand identification as resulted by SEM. The greater the employee's brand understanding, the greater the employee's ability to identify the brand. In other hand, the lower the employee's ability to understand the brand cognitively, the lower the ability to reach brand identification.

This finding was aligned with findings found in previous researches. As de Chernatony and Cottam (2006) suggested the importance of brand understanding. They stated that employees' ability to acquire a clear understanding of the brand takes role as the foundation of a successful service brand performance.

Punjaistri *et al.* (2009) suggested that internal branding management has positive impact on brand identification. Burmann *et al.*, (2016) found that brand understanding has a significant positive effect on brand identification. According to Tajfel (1979), employees must have proper brand understanding to acquire the ability to identify the brand. Consequently, employees would be able to distinct their brand with others, to the extent they would build sense of belonging.

#### **4.6.1.2 The Impact of Brand Understanding on Brand Commitment**

As resulted by SEM, it found that brand understanding had a significant positive effect on brand commitment. The greater the employee's brand understanding, the greater the employee's ability to commit with the brand. In other hand, the lower the employee's ability to understand the brand cognitively, the less likely he commits to the brand.

This finding was aligned with findings found by previous researchers. King and Grace (2008) argued that the efforts to increase brand knowledge take role to enhance employee brand understanding that increase brand commitment.

Further, Hussin *et al.*, (2012) revealed that brand understanding can be indicated through brand knowledge of employees that has significant positive effect on brand commitment. Other researchers also found that without such knowledge role ambiguity will happen (King, 2010; King and Grace, 2010) that eventually obstruct the brand commitment establishment (Meyer *et al.*, 2002)

#### **4.6.1.3 The Impact of Brand Understanding on Brand Citizenship Behavior**

As resulted by SEM, it found that brand understanding had a significant positive effect on brand citizenship behavior. The greater the employee's brand understanding, the greater the employee's ability to practice the brand citizenship behavior. In other hand, the lower the employee's ability to cognitively understand the brand, the less likely he practices the brand citizenship behavior. As in intuitive consideration, employees were less likely to behave in a brand-aligned manner if they were lack of understanding about the brand.

This finding is aligned with findings found by previous researchers. Kimpakorn and Tocquer (2009) argued that employees' brand knowledge does not have significant influence toward employees' brand-supporting behavior. Consequently, brand understanding affect insignificantly employees' BCB. On the other hand, Mitchell (2002) found that when employees have appropriate brand understanding toward organization's brand, they are actually at the best quality to deliver the brand values for customers. Further, group of authors found

that brand understanding affect BCB positively (Kahn *et al.*, 1964; Miles, 2005; Burmann *et al.*, 2016).

#### **4.6.1.4 The Impact of Brand Identification on Brand Commitment**

As resulted by SEM, it was found that brand identification had a significant positive effect on brand commitment. The greater the employee's ability to identify the brand, the greater the employee's ability to commit with the brand. In other hand, the lower the employee's ability to identify the brand, the less likely he commits to the brand.

This finding was aligned with findings found by previous researchers. A group of authors argued that brand identification is an antecedent of employees' brand commitment (Burmann and Zeplin, 2005; Punjastri *et al.*, 2009, and Burmann *et al.*, 2016 ).

#### **4.6.1.5 The Impact of Brand Identification on Brand Citizenship Behavior**

As resulted by SEM, it was found that brand identification had a significant positive effect on brand citizenship behavior. The greater the employee's brand identification, the greater the employee's ability to practice the brand citizenship behavior. In other hand, the lower the employee's ability to identify the brand, the less likely he practices the brand citizenship behavior.

This finding was aligned with findings found by previous researchers. O'Reilly and Chatman (1986), Punjaisri and Wilson (2011), Chang *et al.* (2012) found that employees who display strong organizational identity demonstrate organization-supporting behavior and also brand-supporting behavior (Donavan *et al.*, 2006 (cited in Polyorat, K. (2011))

#### **4.6.1.6 The Impact of Brand Commitment on Brand Citizenship Behavior**

As resulted by SEM, it was found that brand commitment had a significant positive effect on brand citizenship behavior. The greater the employee's brand commitment, the greater the employee's ability to practice the brand citizenship behavior. In other hand, the lower the employees' ability to commit with the brand, the employees are less likely to practice the brand citizenship behavior.

This finding was aligned with findings found by previous researchers. King and Grace (2010, 2012) also found that brand commitment has an effect on BCB. Thus, employees who attached themselves psychologically to the brand are more likely to enhance the brand through their behavior

#### 4.6.2 Indirect Effects

**Table 4.9 Direct Effects, Indirect Effects, and Total Effects**

<b>Research Variables</b>	<b>Direct Effect</b>	<b>Indirect Effect</b>	<b>Total Effect</b>
Brand Understanding -> Brand Identification	0.540	-	0.540
Brand Understanding -> Brand Commitment	0.423	-	0.423
Brand Understanding -> Brand Citizenship Behavior	0.464	-	0.464
Brand Identification -> Brand Citizenship Behavior	0.308	-	0.308
Brand Identification -> Brand Commitment	0.476	-	0.476
Brand Commitment -> Brand Citizenship Behavior	0.196	-	0.196
Brand Understanding -> Brand Citizenship Behavior	-	0.299	0.299
Brand Understanding -> Brand Commitment	-	0.257	0.257
Brand Identification -> Brand Citizenship Behavior	-	0.093	0.093

*Source: Primary Data (Computed), 2018*

##### **4.6.2.1 The Indirect Impact of Brand Understanding on Brand Commitment**

As explained previously that in direct effect brand understanding had positive significant impact on brand commitment with path estimate of 0.423. Nevertheless, it was found that brand identification mediated the relationship between brand understanding and brand commitment which resulted in total

effect of 0.257. With total effect of 0.257 meaning that brand identification was a partial mediating variable which partially mediated brand understanding and brand commitment. Therefore, in order to establish brand commitment, brand understanding efforts need to be enhanced by the activities that can improve ability of employees to identify the brand.

#### **4.6.2.2 The Indirect Impact of Brand Identification on Brand Citizenship Behavior**

As stated previously that in direct effect brand understanding had positive significant impact on BCB with path estimate of 0.464. However, it was found that brand commitment mediated the relationship between brand identification and BCB which resulted in total effect of 0.093. With total effect of 0.093 meaning that brand commitment was a partial mediating variable which partially mediated brand identification and BCB. Therefore, in order to establish BCB, brand identification efforts need to be enhanced by the activities that can improve the commitment of employees toward the brand.

#### **4.6.2.3 The Indirect Impact of Brand Understanding on Brand Citizenship Behavior**

According to the SEM result, brand identification and brand commitment mediated sequentially the relationship of brand understanding and BCB. This implied that in order to enhance the establishment of BCB, brand understanding

efforts need to be implemented through activities that enhance brand understanding and brand commitment of the employees.

## **CHAPTER V**

### **CONCLUSIONS AND RECOMMENDATIONS**

This chapter contains conclusions, limitations, and recommendations as the results of a research entitled "The Role of Employee's Brand Understanding, Brand Identification, and Brand Commitment on the Establishment of Brand Citizenship Behavior (Case Study: Employees on Education Institutions)".

#### **5.1 Conclusion**

This research provided empiric evidences for service industry particularly in education institutions that internal brand management (IBM) through brand understanding can be used to increase employees' brand-supporting behavior. Firstly, this research examined whether brand understanding has a significant positive impact on brand identification, brand commitment, and brand citizenship behavior. Secondly, this research examined whether brand identification has a significant positive impact on brand commitment and brand citizenship behavior. Thirdly, this research examined whether brand commitment has a significant positive impact on brand citizenship behavior. Based on the data analysis results, from the six hypotheses proposed, all of them were accepted hypotheses. It is concluded that employees' understanding of the brand takes role as fundamental component affective IBM outcomes, which are brand

commitment and brand identification and behavioral IBM outcome, which is brand citizenship behavior.

Taken as a whole, the ability to understand the value of the brand is needed by employees in service industry to strengthen brand performance that belongs to the company or business. Consequently, if the employees are able to understand the brand, they will be able to identify and commit with the brand and eventually behave in brand-supporting manners. In other words, brand understanding was found to be the antecedent of brand identification, brand commitment, and brand citizenship behavior.

## **5.2. Research Limitation**

This research is far from perfect, in term of limitations, there are several considerations as follow:

- a. This research only took lectures and officers of Universitas Islam Indonesia, Universitas Cokroaminoto Yogyakarta, and Madrasah Aliyah Negeri 1 Yogyakarta as service providers in educational institution representing sampling in service industry.
- b. This research focused on the internal perspective of brand management and the variables that affect the establishment of brand citizenship behavior, which were brand understanding, brand identification, and brand commitment.

### **5.3. Recommendation**

#### **5.3.1 Theoretical Implication**

This research helped to enrich previous research by Burmann, King, Piehler, and Xiong (2016) with different type of respondents; Burmann, King, Piehler, and Xiong (2016) investigated employees of hotels in Australia and this research investigated employees of education institutions in Indonesia. Firstly, this research helps academics to comprehend the conceptualization and measurement of four internal brand management (IBM) outcomes, which are brand understanding, brand identification, brand commitment, and brand citizenship behavior. Secondly, this research helps to describe the construct of IBM's four outcomes that are investigated simultaneously. Thirdly, it helps to solidify the conceptualization of brand understanding as a cognitive IBM outcome. In addition, the researcher suggested that future research should examine IBM in industry beside service industry, such as manufacturing industry.

#### **5.3.2 Managerial Implication**

This research helped managers to have better understanding about what it means for employees to understand the brand. As this research revealed that the ability of employees to understand the brand had significant-positive impact on their ability to identify, commit, and behave in supporting manners

to the brand they work for. This research suggests that managers of business, organization or institution in service industry, particularly education institutions should build IBM (Internal Brand Management) program to comprehensively educate their employees about the values of their brand. The IBM programs can be conducted through brand-orientation recruitment, training, and mentoring that enhance the brand values from employees' perspective. Sustained managerial efforts also can be conducted through the development of appreciation programs on how employees deliver the brand, in the form of rewards or recognition.

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## **APPENDIX A RESEARCH QUESTIONNAIRE**

This section consists of three questionnaires with the same core contents and slight differences on the addressing depending on the institutions addressed, as follows:

1. Questionnaire to Universitas Islam Indonesia
2. Questionnaire to Madrasah Aliyah Negeri 1 Yogyakarta
3. Questionnaire to Universitas Cokroaminoto Yogyakarta

*Questionnaire to Universitas Islam Indonesia*

**Peran Pemahaman Merek, Identifikasi Merek, dan Komitmen Merek oleh Dosen dan Karyawan, dalam Pembentukan Perilaku yang Selaras dengan Merek 'V.I.P.' Universitas Islam Indonesia**

Assalamualaikum

Bapak/ Ibu yang terhormat,

Saya, Diella Zuhdiyani, mahasiswi jurusan manajemen, Fakultas Ekonomi Internasional Program, Universitas Islam Indonesia.

Saya sedang meneliti *internal brand management* (manajemen merek secara internal) Universitas Islam Indonesia untuk keperluan tugas akhir. Penelitian ini berhubungan erat dengan peran Bapak/ Ibu Dosen/ Karyawan terhadap pengembangan merek institusi Universitas Islam Indonesia, yakni V.I.P (Values, Innovation, Perfection).

Sebagai dosen/ karyawan di Universitas Islam Indonesia, Bapak/ Ibu dimohon untuk mengisi kuesioner berikut. Terima kasih atas partisipasi Bapak/ Ibu, semoga Allah memudahkan semua urusan Bapak/ Ibu. Aamiin

Wassalamualaikum

**Informasi Pengisian**

- Bapak/ Ibu **tidak perlu** menuliskan nama/ identitas terperinci
- Demi keakurasian hasil penelitian ini, Bapak/ Ibu diminta mengisi sesuai dengan apa yang Bapak/ Ibu rasakan
- Kuesioner berikut tersusun oleh total 38 pertanyaan yang terbagi menjadi 4 bagian
- Pertanyaan dalam bentuk pilihan ganda

- Bapak/ Ibu diminta untuk memilih opsi dengan skala 1 hingga 6 yakni:
  - 1: Sangat Tidak Setuju (STS)
  - 2: Tidak Setuju (TS)
  - 3: Agak Tidak Setuju (ATS)
  - 4: Agak Setuju (AS)
  - 5: Setuju (S)
  - 6: Sangat Setuju (SS)
- Jika ada pertanyaan silakan hubungi saya di nomor 085743399885 / email: [diella.zuhdiyani@gmail.com](mailto:diella.zuhdiyani@gmail.com)

**Asal Fakultas/ Kantor Bapak/ Ibu**

Berikan tanda centang (v) pada yang dipilih

Fakultas Hukum	
Kantor Administrasi Fakultas Hukum	
Fakultas Ekonomi	
Kantor Administrasi Fakultas Ekonomi	
Fakultas Kedokteran	
Kantor Administrasi Fakultas Kedokteran	
Fakultas Teknik Sipil dan Perencanaan	
Kantor Administrasi Fakultas Teknik Sipil dan Perencanaan	
Fakultas Ilmu Agama Islam	
Kantor Administrasi Fakultas Ilmu Agama Islam	
Fakultas Teknologi Industri	
Kantor Administrasi Fakultas Teknologi Industri	
Fakultas Psikologi dan Ilmu Budaya	
Kantor Administrasi Fakultas Psikologi dan Ilmu Budaya	
Fakultas Matematika dan Ilmu Pengetahuan Alam	
Kantor Administrasi Fakultas Matematika dan Ilmu Pengetahuan Alam	
Kantor Administrasi Rektorat	
Kantor Administrasi International Program	

**Bagian 1: Pemahaman Merek (Brand Understanding)***Lingkari nomor yang dipilih*

Kode	Pernyataan	Sangat tidak setuju	Sangat setuju
BU1	Merek/ brand institusi yang kuat sangatlah penting demi kesuksesan UII	1 2 3 4 5 6	
BU2	Merek/ brand institusi adalah aset yang penting untuk UII	1 2 3 4 5 6	
BU3	Kesuksesan merek/ brand institusi secara langsung berkaitan dengan kesuksesan UII	1 2 3 4 5 6	
BU4	Perilaku saya dapat memengaruhi persepsi konsumen (mahasiswa) terhadap merek/ brand UII	1 2 3 4 5 6	
BU5	Dengan menjadikan merek/ brand VIP UII sebagai panduan sehari-hari bersama dosen lain, saya dapat memperkuat merek/ brand UII	1 2 3 4 5 6	
BU6	Perilaku saya berpengaruh terhadap kesuksesan merek/ brand UII	1 2 3 4 5 6	
BU7	Saya paham arti merek/ brand VIP UII	1 2 3 4 5 6	
BU8	Saya paham identitas merek/ brand VIP UII	1 2 3 4 5 6	
BU9	Saya paham harapan yang ditawarkan merek/ brand UII kepada konsumen (mahasiswa)	1 2 3 4 5 6	
BU10	Saya tahu cara menerapkan merek/ brand UII pada pekerjaan saya	1 2 3 4 5 6	
BU11	Saya tahu cara bersikap sesuai dengan merek/ brand UII	1 2 3 4 5 6	
BU12	Saya paham cara untuk mewujudkan harapan yang ditawarkan merek/ brand UII	1 2 3 4 5 6	
BU13	Demi mewujudkan harapan merek/ brand VIP, prosedur di UII harus ditingkatkan	1 2 3 4 5 6	
BU14	Aturan institusi UII menghambat saya untuk berperilaku sejalan dengan identitas, dan harapan yang ditawarkan merek/ brand UII	1 2 3 4 5 6	

**Bagian 2: Identifikasi Merek (Brand Identification)***Lingkari nomor yang dipilih*

Kode	Pernyataan	Sangat Tidak setuju	1	2	3	4	5	6	Sangat setuju
BI1	Saya senang mendukung merek/ brand UII	1	2	3	4	5	6		
BI2	Saya seseorang yang senang menjadi bagian penting dari merek/ brand VIP UII	1	2	3	4	5	6		
BI3	Saya lebih senang memilih bekerja untuk merek/ brand UII daripada brand institusi lain	1	2	3	4	5	6		
BI4	Saya merasa nyaman dengan merek/ brand UII sebagai tempat bekerja	1	2	3	4	5	6		
BI5	Saya merasa positif dengan menjadi bagian dari merek/ brand UII	1	2	3	4	5	6		
BI6	Sebagai dosen/ karyawan, saya bangga menjadi bagian dari merek/ brand UII	1	2	3	4	5	6		
BI7	Sebagai dosen/ karyawan, saya merasa terhormat menjadi bagian dari merek/ brand UII	1	2	3	4	5	6		
BI8	Sebagai dosen/ karyawan, saya lebih diuntungkan menjadi bagian dari merek/ brand UII daripada merek lain	1	2	3	4	5	6		

**Bagian 3: Komitmen Merek (Brand Commitment)***Lingkari nomor yang dipilih*

Kode	Pernyataan	Sangat tidak setuju	1	2	3	4	5	6	Sangat setuju
BC1	Saya merasa bahwa permasalahan merek VIP UII adalah permasalahan saya juga	1	2	3	4	5	6		
BC2	Saya merasa sebagai bagian dari keluarga merek UII	1	2	3	4	5	6		
BC3	Saya merasa secara emosional terpicak dengan merek UII	1	2	3	4	5	6		
BC4	Merek VIP UII memiliki arti sejalan dengan pribadi saya	1	2	3	4	5	6		
BC5	Saya memiliki perasaan yang kuat sebagai bagian dari merek UII	1	2	3	4	5	6		

**Bagian 4: Perilaku Kewargaan terhadap Merek (Brand Citizenship Behavior)**

*Lingkari nomor yang dipilih*

Kode	Pernyataan	Sangat tidak setuju					Sangat setuju
BCB1	Secara keseluruhan, saya dinilai sebagai dosen/ karyawan yang terus menguatkan merek UII	1	2	3	4	5	6
BCB2	Saya dinilai sebagai dosen/ karyawan yang patuh pada peraturan terkait merekVIP UII	1	2	3	4	5	6
BCB3	Saya dinilai sebagai dosen/ karyawan yang menghindari perbuatan yang merusak merek VIP UII	1	2	3	4	5	6
BCB4	Saya dinilai sebagai dosen/ karyawan yang berpenampilan sesuai dengan merek UII	1	2	3	4	5	6
BCB5	Saya dinilai sebagai dosen/ karyawan yang membela merek UII jika orang lain mengkritik merek UII	1	2	3	4	5	6
BCB6	Saya dinilai sebagai dosen/ karyawan yang menceritakan pihak luar UII, bahwa merek/ brand UII adalah tempat yang baik untuk bekerja	1	2	3	4	5	6
BCB7	Saya dinilai sebagai dosen/ karyawan yang secara aktif mempromosikan jasa dan produk merek/ brand UII	1	2	3	4	5	6
BCB8	Saya dinilai sebagai dosen/ karyawan yang suka meminta masukan dan saran dari mahasiswa dan kolega demi meningkatkan pengalaman konsumen terhadap merek/brand UII	1	2	3	4	5	6
BCB9	Saya dinilai sebagai dosen/ karyawan yang selalu ingin meningkatkan keahlian dengan banyak memahami mengenai brand UII demi meningkatkan pengalaman konsumen terhadap brand UII	1	2	3	4	5	6
BCB 10	Saya dinilai sebagai dosen/ karyawan yang secara rutin berinisiasi untuk meningkatkan pengalaman konsumen terhadap brand UII	1	2	3	4	5	6
BCB 11	Saya dinilai sebagai dosen/ karyawan yang selalu memberi masukan kepada pihak yang bertanggung jawab untuk meningkatkan pengalaman konsumen terhadap brand UII	1	2	3	4	5	6

*Questionnaire to Madrasah Aliyah Negeri 1 Yogyakarta*

**Peran Pemahaman Merek, Identifikasi Merek, dan Komitmen Merek oleh Guru dan Karyawan, dalam Pembentukan Perilaku yang Selaras dengan Merek Institusi MAN 1 Yogyakarta**

Assalamualaikum

Bapak/ Ibu yang terhormat,

Saya, Diella Zuhdiyani, mahasiswi jurusan manajemen, Fakultas Ekonomi Internasional Program, Universitas Islam Indonesia.

Saya sedang meneliti *internal brand management* (manajemen merek secara internal) MAN 1 Yogyakarta untuk keperluan tugas akhir. Penelitian ini berhubungan erat dengan peran Bapak/ Ibu Guru/ Karyawan terhadap pengembangan merek institusi MAN 1 Yogyakarta, yakni ***MAN 1 Prestasi Tiada Henti Cerdas dan Islami***.

Sebagai guru/ karyawan di MAN 1 Yogyakarta, Bapak/ Ibu dimohon untuk mengisi kuesioner berikut. Terima kasih atas partisipasi Bapak/ Ibu, semoga Allah memudahkan semua urusan Bapak/ Ibu. Aamiin

Wassalamualaikum

**Informasi Pengisian**

- Bapak/ Ibu **tidak perlu** menuliskan nama/ identitas terperinci
- Demi keakurasian hasil penelitian ini, Bapak/ Ibu diminta mengisi sesuai dengan apa yang Bapak/ Ibu rasakan
- Kuesioner berikut tersusun oleh total 38 pertanyaan yang terbagi menjadi 4 bagian
- Pertanyaan dalam bentuk pilihan ganda

- Bapak/ Ibu diminta untuk memilih opsi dengan skala 1 hingga 6 yakni:
  - 1: Sangat Tidak Setuju (STS)
  - 2: Tidak Setuju (TS)
  - 3: Agak Tidak Setuju (ATS)
  - 4: Agak Setuju (AS)
  - 5: Setuju (S)
  - 6: Sangat Setuju (SS)
- Jika ada pertanyaan silakan hubungi saya di nomor 085743399885 / email: [diella.zuhdiyani@gmail.com](mailto:diella.zuhdiyani@gmail.com)

**Bagian 1: Pemahaman Merek (Brand Understanding)***Lingkari nomor yang dipilih*

<b>Kode</b>	<b>Pernyataan</b>	<b>Sangat tidak setuju</b>					<b>Sangat setuju</b>
BU1	Merek institusi yang kuat sangatlah penting demi kesuksesan MAN 1 Yogyakarta	1	2	3	4	5	6
BU2	Merek institusi adalah aset yang penting untuk MAN 1 Yogyakarta	1	2	3	4	5	6
BU3	Kesuksesan merek institusi secara langsung berkaitan dengan kesuksesan MAN 1 Yogyakarta	1	2	3	4	5	6
BU4	Perilaku saya dapat memengaruhi persepsi konsumen (siswa) terhadap merek MAN 1 Yogyakarta	1	2	3	4	5	6
BU5	Dengan menjadikan merek <i>MAN 1 Prestasi Tiada Henti Cerdas dan Islami</i> sebagai panduan sehari-hari bersama guru/ karyawan lain, saya dapat memperkuat merek MAN 1 Yogyakarta	1	2	3	4	5	6
BU6	Perilaku saya berpengaruh terhadap kesuksesan merek MAN 1 Yogyakarta	1	2	3	4	5	6
BU7	Saya paham arti merek <i>MAN 1 Prestasi Tiada Henti Cerdas dan Islami</i>	1	2	3	4	5	6
BU8	Saya paham identitas merek <i>MAN 1 Prestasi Tiada Henti Cerdas dan Islami</i>	1	2	3	4	5	6
BU9	Saya paham harapan yang ditawarkan merek MAN 1 Yogyakarta kepada konsumen (siswa)	1	2	3	4	5	6
BU10	Saya tahu cara menerapkan merek MAN 1 Yogyakarta pada pekerjaan saya	1	2	3	4	5	6
BU11	Saya tahu cara bersikap sesuai dengan merek MAN 1 Yogyakarta	1	2	3	4	5	6
BU12	Saya paham cara untuk mewujudkan harapan yang ditawarkan merek MAN 1 Yogyakarta	1	2	3	4	5	6

BU13	Demi mewujudkan harapan merek <i>MAN 1 Prestasi Tiada Henti Cerdas dan Islami</i> , prosedur di MAN 1 Yogyakarta harus ditingkatkan	1	2	3	4	5	6
BU14	Aturan institusi MAN 1 Yogyakarta menghambat saya untuk berperilaku sejalan dengan identitas, dan harapan yang ditawarkan merek MAN 1 Yogyakarta	1	2	3	4	5	6

## Bagian 2: Identifikasi Merek (Brand Identification)

Lingkari nomor yang dipilih

Kode	Pernyataan	Sangat Tidak setuju					Sangat setuju
B11	Saya senang mendukung merek MAN 1 Yogyakarta	1	2	3	4	5	6
B12	Saya seseorang yang senang menjadi bagian penting dari merek <i>MAN 1 Prestasi Tiada Henti Cerdas dan Islami</i>	1	2	3	4	5	6
B13	Saya lebih senang memilih bekerja untuk merek MAN 1 Yogyakarta daripada merek institusi lain	1	2	3	4	5	6
B14	Saya merasa nyaman dengan merek MAN 1 Yogyakarta sebagai tempat bekerja	1	2	3	4	5	6
B15	Saya merasa positif dengan menjadi bagian dari merek MAN 1 Yogyakarta	1	2	3	4	5	6
B16	Sebagai guru/ karyawan, saya bangga menjadi bagian dari merek MAN 1 Yogyakarta	1	2	3	4	5	6
B17	Sebagai guru/ karyawan, saya merasa terhormat menjadi bagian dari merek MAN 1 Yogyakarta	1	2	3	4	5	6
B18	Sebagai guru/ karyawan, saya lebih diuntungkan menjadi bagian dari merek MAN 1 Yogyakarta daripada merek lain	1	2	3	4	5	6

**Bagian 3: Komitmen Merek (Brand Commitment)***Lingkari nomor yang dipilih*

Kode	Pernyataan	Sangat tidak setuju	1	2	3	4	5	6	Sangat setuju
BC1	Saya merasa bahwa permasalahan merek <i>MAN 1 Prestasi Tiada Henti Cerdas dan Islami</i> adalah permasalahan saya juga	1	2	3	4	5	6		
BC2	Saya merasa sebagai bagian dari keluarga merek MAN 1 Yogyakarta	1	2	3	4	5	6		
BC3	Saya merasa secara emosional terpicat dengan merek MAN 1 Yogyakarta	1	2	3	4	5	6		
BC4	Merek <i>MAN 1 Prestasi Tiada Henti Cerdas dan Islami</i> memiliki arti yang sejalan dengan pribadi saya	1	2	3	4	5	6		
BC5	Saya memiliki perasaan yang kuat sebagai bagian dari merek MAN 1 Yogyakarta	1	2	3	4	5	6		

**Bagian 4: Perilaku Kewargaan terhadap Merek (Brand Citizenship Behavior)***Lingkari nomor yang dipilih*

Kode	Pernyataan	Sangat tidak setuju	1	2	3	4	5	6	Sangat setuju
BCB1	Secara keseluruhan, saya dinilai sebagai guru/karyawan yang terus menguatkan merek MAN 1 Yogyakarta	1	2	3	4	5	6		
BCB2	Saya dinilai sebagai guru/karyawan yang patuh pada peraturan terkait merek <i>MAN 1 Prestasi Tiada Henti Cerdas dan Islami</i>	1	2	3	4	5	6		
BCB3	Saya dinilai sebagai guru/karyawan yang menghindari perbuatan yang merusak merek <i>MAN 1 Prestasi Tiada Henti Cerdas dan Islami</i>	1	2	3	4	5	6		
BCB4	Saya dinilai sebagai guru/karyawan yang berpenampilan sesuai dengan merek MAN 1 Yogyakarta	1	2	3	4	5	6		

BCB5	Saya dinilai sebagai guru/ karyawan yang membela merek MAN 1 Yogyakarta jika orang lain mengkritik merek MAN 1 Yogyakarta	1	2	3	4	5	6
BCB6	Saya dinilai sebagai guru/ karyawan yang menceritakan pihak luar MAN 1 Yogyakarta, bahwa merek MAN 1 Yogyakarta adalah tempat yang baik untuk bekerja	1	2	3	4	5	6
BCB7	Saya dinilai sebagai guru/ karyawan yang secara aktif mempromosikan kualitas jasa merek MAN 1 Yogyakarta	1	2	3	4	5	6
BCB8	Saya dinilai sebagai guru/ karyawan yang suka meminta masukan dan saran demi meningkatkan pengalaman konsumen terhadap merek MAN 1 Yogyakarta	1	2	3	4	5	6
BCB9	Saya dinilai sebagai guru/ karyawan yang selalu ingin meningkatkan keahlian dengan banyak memahami mengenai merek MAN 1 Yogyakarta demi meningkatkan pengalaman konsumen terhadap merek MAN 1 Yogyakarta	1	2	3	4	5	6
BCB10	Saya dinilai sebagai guru/ karyawan yang secara rutin berinisiasi untuk meningkatkan pengalaman konsumen terhadap merek MAN 1 Yogyakarta	1	2	3	4	5	6
BCB11	Saya dinilai sebagai guru/ karyawan yang selalu memberi masukan kepada pihak yang bertanggung jawab untuk meningkatkan pengalaman konsumen terhadap merek MAN 1 Yogyakarta	1	2	3	4	5	6

*Questionnaire to Universitas Cokroaminoto Yogyakarta*

**Peran Pemahaman Merek, Identifikasi Merek, dan Komitmen Merek oleh Dosen dan Karyawan, dalam Pembentukan Perilaku yang Selaras dengan Merek Institusi Universitas Cokroaminoto Yogyakarta**

Assalamualaikum Bapak/ Ibu yang terhormat,

Saya, Diella Zuhdiyani, mahasiswi jurusan manajemen, Fakultas Ekonomi Internasional Program, Universitas Cokroaminoto Yogyakarta .

Saya sedang meneliti *internal brand management* (manajemen merek secara internal) Universitas Cokroaminoto Yogyakarta untuk keperluan tugas akhir. Penelitian ini berhubungan erat dengan peran Bapak/ Ibu Dosen/ Karyawan terhadap pengembangan merek institusi Universitas Cokroaminoto Yogyakarta , yakni ***Sebersih-bersih Tauhid, Setinggi-tinggi Ilmu, Sepandai-pandai Siasah***.

Sebagai dosen/ karyawan di Universitas Cokroaminoto Yogyakarta , Bapak/ Ibu dimohon untuk mengisi kuesioner berikut. Terima kasih atas partisipasi Bapak/ Ibu, semoga Allah memudahkan semua urusan Bapak/ Ibu. Aamiin

Wassalamualaikum

**Informasi Pengisian**

- Bapak/ Ibu **tidak perlu** menuliskan nama/ identitas terperinci
- Demi keakurasian hasil penelitian ini, Bapak/ Ibu diminta mengisi sesuai dengan apa yang Bapak/ Ibu rasakan
- Kuesioner berikut tersusun oleh total 38 pertanyaan yang terbagi menjadi 4 bagian
- Pertanyaan dalam bentuk pilihan ganda
- Bapak/ Ibu diminta untuk memilih opsi dengan skala 1 hingga 6 yakni:

1: Sangat Tidak Setuju (STS)

2: Tidak Setuju (TS)

3: Agak Tidak Setuju (ATS)

4: Agak Setuju (AS)

5: Setuju (S)

6: Sangat Setuju (SS)

- Jika ada pertanyaan silakan hubungi saya di nomor 085743399885 / email: [diella.zuhdiyani@gmail.com](mailto:diella.zuhdiyani@gmail.com)

**Bagian 1: Pemahaman Merek (Brand Understanding)***Lingkari nomor yang dipilih*

<b>Kode</b>	<b>Pernyataan</b>	<b>Sangat tidak setuju</b>	<b>Sangat setuju</b>
BU1	Merek institusi yang kuat sangatlah penting demi kesuksesan UCY	1 2 3 4 5 6	
BU2	Merek institusi adalah aset yang penting untuk UCY	1 2 3 4 5 6	
BU3	Kesuksesan merek institusi secara langsung berkaitan dengan kesuksesan UCY	1 2 3 4 5 6	
BU4	Perilaku saya dapat memengaruhi persepsi konsumen (mahasiswa) terhadap merek UCY	1 2 3 4 5 6	
BU5	Dengan menjadikan merek institusi UCY sebagai panduan sehari-hari bersama dosen/ karyawan lain, saya dapat memperkuat merek institusi UCY	1 2 3 4 5 6	
BU6	Perilaku saya berpengaruh terhadap kesuksesan merek UCY	1 2 3 4 5 6	
BU7	Saya paham arti merek institusi UCY	1 2 3 4 5 6	
BU8	Saya paham identitas merek institusi UCY	1 2 3 4 5 6	
BU9	Saya paham harapan yang ditawarkan merek UCY kepada konsumen (mahasiswa)	1 2 3 4 5 6	
BU10	Saya tahu cara menerapkan merek UCY pada pekerjaan saya	1 2 3 4 5 6	
BU11	Saya tahu cara bersikap sesuai dengan merek UCY	1 2 3 4 5 6	
BU12	Saya paham cara untuk mewujudkan harapan yang ditawarkan merek UCY	1 2 3 4 5 6	
BU13	Demi mewujudkan harapan merek institusi, prosedur di UCY harus ditingkatkan	1 2 3 4 5 6	
BU14	Aturan institusi UCY menghambat saya untuk berperilaku sejalan dengan identitas, dan harapan yang ditawarkan merek UCY	1 2 3 4 5 6	

**Bagian 2: Identifikasi Merek (Brand Identification)***Lingkari nomor yang dipilih*

Kode	Pernyataan	Sangat Tidak setuju						Sangat setuju					
BI1	Saya senang mendukung merek institusi UCY	1	2	3	4	5	6	1	2	3	4	5	6
BI2	Saya seseorang yang senang menjadi bagian penting dari merek institusi UCY	1	2	3	4	5	6	1	2	3	4	5	6
BI3	Saya lebih senang memilih bekerja untuk merek UCY daripada merek institusi lain	1	2	3	4	5	6	1	2	3	4	5	6
BI4	Saya merasa nyaman dengan merek UCY sebagai tempat bekerja	1	2	3	4	5	6	1	2	3	4	5	6
BI5	Saya merasa positif dengan menjadi bagian dari merek UCY	1	2	3	4	5	6	1	2	3	4	5	6
BI6	Sebagai dosen/ karyawan, saya bangga menjadi bagian dari merek UCY	1	2	3	4	5	6	1	2	3	4	5	6
BI7	Sebagai dosen/ karyawan, saya merasa terhormat menjadi bagian dari merek UCY	1	2	3	4	5	6	1	2	3	4	5	6
BI8	Sebagai dosen/ karyawan, saya lebih diuntungkan menjadi bagian dari merek UCY daripada merek lain	1	2	3	4	5	6	1	2	3	4	5	6

**Bagian 3: Komitmen Merek (Brand Commitment)***Lingkari nomor yang dipilih*

Kode	Pernyataan	Sangat tidak setuju						Sangat setuju					
BC1	Saya merasa bahwa permasalahan merek institusi UCY adalah permasalahan saya juga	1	2	3	4	5	6	1	2	3	4	5	6
BC2	Saya merasa sebagai bagian dari keluarga merek UCY	1	2	3	4	5	6	1	2	3	4	5	6
BC3	Saya merasa secara emosional terpicat dengan merek UCY	1	2	3	4	5	6	1	2	3	4	5	6
BC4	Merek institusi UCY memiliki arti yang sejalan dengan pribadi saya	1	2	3	4	5	6	1	2	3	4	5	6
BC5	Saya memiliki perasaan yang kuat sebagai bagian dari merek UCY	1	2	3	4	5	6	1	2	3	4	5	6

**Bagian 4: Perilaku Kewargaan terhadap Merek  
(Brand Citizenship Behavior)**

*Lingkari nomor yang dipilih*

Kode	Pernyataan	Sangat tidak setuju	1	2	3	4	5	6	Sangat setuju
BCB1	Secara keseluruhan, saya dinilai sebagai dosen/ karyawan yang terus menguatkan merek UCY	1	2	3	4	5	6		
BCB2	Saya dinilai sebagai dosen/ karyawan yang patuh pada peraturan terkait merek institusi UCY	1	2	3	4	5	6		
BCB3	Saya dinilai sebagai dosen/ karyawan yang menghindari perbuatan yang merusak merek institusi UCY	1	2	3	4	5	6		
BCB4	Saya dinilai sebagai dosen/ karyawan yang berpenampilan sesuai dengan merek UCY	1	2	3	4	5	6		
BCB5	Saya dinilai sebagai dosen/ karyawan yang membela merek UCY jika orang lain mengkritik merek UCY	1	2	3	4	5	6		
BCB6	Saya dinilai sebagai dosen/ karyawan yang menceritakan pihak luar UCY, bahwa merek UCY adalah tempat yang baik untuk bekerja	1	2	3	4	5	6		
BCB7	Saya dinilai sebagai dosen/ karyawan yang secara aktif mempromosikan jasa dan produk merek UCY	1	2	3	4	5	6		
BCB8	Saya dinilai sebagai dosen/ karyawan yang suka meminta masukan dan saran demi meningkatkan pengalaman konsumen terhadap merek UCY	1	2	3	4	5	6		
BCB9	Saya dinilai sebagai dosen/ karyawan yang selalu ingin meningkatkan keahlian dengan banyak memahami mengenai brand UCY demi meningkatkan pengalaman konsumen terhadap brand UCY	1	2	3	4	5	6		
BCB10	Saya dinilai sebagai dosen/ karyawan yang secara rutin berinisiasi untuk meningkatkan pengalaman konsumen terhadap brand UCY	1	2	3	4	5	6		

BCB11	Saya dinilai sebagai dosen/ karyawan yang selalu memberi masukan kepada pihak yang bertanggung jawab untuk meningkatkan pengalaman konsumen terhadap brand UCY	1 2 3 4 5 6
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**APPENDIX B**  
**VALIDITY & RELIABILITY TEST OF RESEARCH INSTRUMENTS (SPSS)**  
Pilot Test with 30 Respondents

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
BU1	389.1724	2567.862	.801	.922
BU2	389.1034	2585.525	.660	.923
BU3	389.3793	2557.958	.715	.922
BU4	389.0345	2601.106	.469	.924
BU5	389.2759	2561.421	.723	.922
BU6	389.2414	2568.833	.853	.922
BU7	389.6207	2554.315	.837	.922
BU8	389.6207	2560.601	.805	.922
BU9	389.4828	2551.259	.780	.922
BU10	389.6207	2572.387	.701	.923
BU11	389.5172	2560.830	.753	.922
BU12	389.6552	2571.020	.740	.923
<b>BU13</b>	<b>391.5862</b>	<b>2600.537</b>	<b>.172</b>	.924
BU14	389.7931	2573.599	.443	.923
<b>BU15</b>	<b>391.5862</b>	<b>2605.466</b>	<b>.148</b>	.924
BU16	391.7931	2577.813	.300	.924

BrandUnderstanding	317.3448	1815.020	.849	.935
BI1	389.1379	2575.909	.808	.923
BI2	389.2069	2570.956	.761	.922
BI3	389.7241	2572.635	.437	.923
BI4	389.5862	2553.894	.824	.922
BI5	389.4138	2568.323	.793	.922
BI6	389.3448	2560.663	.871	.922
BI7	389.3793	2554.387	.909	.922
BI8	389.7931	2527.241	.795	.921
BrandIdentification	353.0000	2114.786	.873	.918
BC1	389.9655	2541.249	.709	.922
BC2	389.5172	2552.044	.854	.922
BC3	389.8276	2542.076	.843	.922
BC4	389.6897	2557.722	.798	.922
BC5	389.6897	2555.507	.867	.922
BrandCommitment	370.0690	2248.852	.895	.916
BCB1	389.7931	2558.099	.784	.922
BCB2	389.6897	2574.007	.725	.923
BCB3	389.7586	2590.190	.325	.924
BCB4	389.7241	2559.707	.841	.922
BCB5	389.7586	2544.333	.877	.922

BCB6	389.6897	2559.579	.776	.922
BCB7	389.7586	2540.404	.772	.922
BCB8	389.6552	2556.020	.705	.922
BCB9	389.7931	2538.241	.833	.921
BCB10	389.7931	2563.384	.724	.922
BCB11	389.8621	2560.052	.708	.922
BrandCitizenshipBehavior	340.7241	1917.993	.898	.923

**APPENDIX C**  
**VALIDITY & RELIABILITY TEST OF RESEARCH INSTRUMENTS (AMOS)**

## Reliability

Scale: ALL VARIABLES

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.938	14

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BU1	66.4333	72.323	.790	.932
BU2	66.4000	73.628	.735	.933
BU3	66.7000	69.252	.714	.933
BU4	66.3667	76.309	.547	.937
BU5	66.6000	70.110	.696	.934
BU6	66.5667	72.185	.818	.931
BU7	66.9333	69.582	.850	.929
BU8	66.9000	72.093	.724	.933
BU9	66.8333	67.109	.861	.928
BU10	66.9667	70.033	.838	.929
BU11	66.8333	69.247	.859	.929
BU12	66.9667	71.275	.838	.930
BU13	66.9000	71.955	.694	.934
BU14	67.7333	77.789	.167	.954

## Reliability

Scale: ALL VARIABLES

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.931	8

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BI1	36.1333	28.120	.857	.920
BI2	36.2000	27.821	.763	.923
BI3	36.7333	26.409	.516	.951
BI4	36.6000	25.766	.875	.914
BI5	36.4333	27.013	.884	.916
BI6	36.3667	26.861	.876	.916
BI7	36.4000	26.248	.916	.913
BI8	36.8000	23.476	.780	.926

## Reliability

Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.934	5

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BC1	20.0333	10.792	.789	.934
BC2	19.6000	13.007	.744	.933
BC3	19.9000	11.817	.812	.921
BC4	19.7667	12.185	.907	.905
BC5	19.7667	12.254	.949	.900

## Reliability

Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

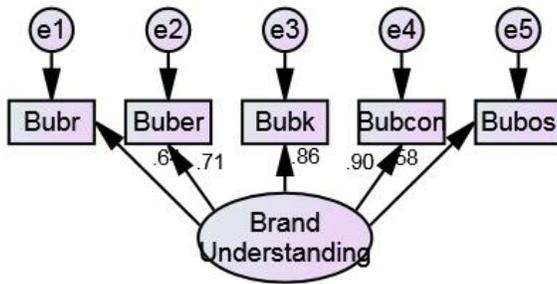
a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.945	11

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BCB1	48.5667	63.909	.764	.940
BCB2	48.5333	64.257	.713	.942
BCB3	48.6000	65.214	.441	.956
BCB4	48.5333	63.016	.849	.937
BCB5	48.5667	60.599	.898	.935
BCB6	48.4667	63.361	.813	.938
BCB7	48.5000	61.086	.764	.940
BCB8	48.4000	61.903	.807	.938
BCB9	48.5667	60.047	.870	.935
BCB10	48.6000	62.317	.834	.937
BCB11	48.6667	63.057	.728	.941



Goodness of Fit Test  
 =====  
 Chi Square =18.287  
 Probability =.003  
 RMSEA =.121  
 GFI =.960  
 AGFI =.879  
 Cmin/DF =3.657  
 TLI =.938  
 CFI =.969

**Estimates (Group number 1 - Default model)**

**Scalar Estimates (Group number 1 - Default model)**

**Maximum Likelihood Estimates**

**Regression Weights: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
Bubr <--- Brand_Understanding	1.000				
Buber <--- Brand_Understanding	1.093	.134	8.127	***	
Bubk <--- Brand_Understanding	1.368	.147	9.336	***	
Bubcon <--- Brand_Understanding	1.380	.145	9.528	***	
Bubos <--- Brand_Understanding	.805	.117	6.865	***	

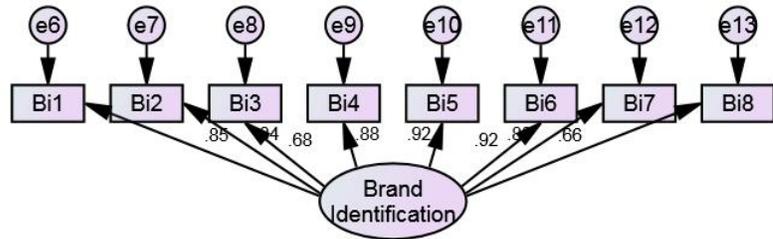
**Standardized Regression Weights: (Group number 1 - Default model)**

	Estimate
Bubr <--- Brand_Understanding	.639
Buber <--- Brand_Understanding	.711
Bubk <--- Brand_Understanding	.860
Bubcon <--- Brand_Understanding	.897
Bubos <--- Brand_Understanding	.579

**Variances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
Brand_Understanding	.253	.055	4.616	**	
e1	.368	.042	8.801	**	
e2	.296	.035	8.430	**	
e3	.167	.027	6.132	**	
e4	.117	.024	4.865	**	
e5	.325	.036	9.003	**	

Goodness of Fit Test  
 =====  
 Chi Square =95.873  
 Probability =.000  
 RMSEA =.144  
 GFI =.878  
 AGFI =.780  
 Cmin/DF =4.794  
 TLI =.922  
 CFI =.945



**Estimates (Group number 1 - Default model)**

**Scalar Estimates (Group number 1 - Default model)**

**Maximum Likelihood Estimates**

**Regression Weights: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
Bi1 <--- Brand_Identification	1.000				
Bi2 <--- Brand_Identification	1.035	.071	14.628	***	
Bi3 <--- Brand_Identification	1.040	.098	10.601	***	
Bi4 <--- Brand_Identification	1.108	.069	16.016	***	
Bi5 <--- Brand_Identification	1.086	.062	17.422	***	
Bi6 <--- Brand_Identification	1.134	.066	17.258	***	
Bi7 <--- Brand_Identification	1.200	.075	16.058	***	
Bi8 <--- Brand_Identification	1.050	.102	10.255	***	

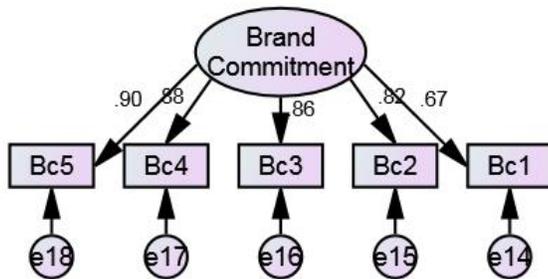
**Standardized Regression Weights: (Group number 1 - Default model)**

	Estimate
Bi1 <--- Brand_Identification	.850
Bi2 <--- Brand_Identification	.838
Bi3 <--- Brand_Identification	.680

	Estimate
Bi4 <--- Brand_Identification	.881
Bi5 <--- Brand_Identification	.920
Bi6 <--- Brand_Identification	.915
Bi7 <--- Brand_Identification	.882
Bi8 <--- Brand_Identification	.664

**Variances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
Brand_Identification	.466	.066	7.100	**	
e6	.179	.021	8.500	**	
e7	.212	.025	8.603	**	
e8	.587	.064	9.200	**	
e9	.166	.020	8.156	**	
e10	.100	.014	7.335	**	
e11	.116	.016	7.462	**	
e12	.192	.024	8.138	**	
e13	.653	.071	9.228	**	



Goodness of Fit Test  
 =====  
 Chi Square =4.457  
 Probability =.486  
 RMSEA =.000  
 GFI =.991  
 AGFI =.972  
 Cmin/DF =.891  
 TLI =1.002  
 CFI =1.000

**Estimates (Group number 1 - Default model)**

**Scalar Estimates (Group number 1 - Default model)**

**Maximum Likelihood Estimates**

**Regression Weights: (Group number 1 - Default model)**

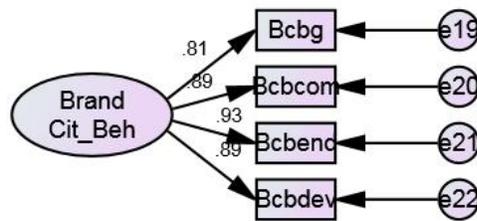
	Estimate	S.E.	C.R.	P	Label
Bc1 <--- Brand_Commitment	1.000				
Bc2 <--- Brand_Commitment	1.127	.114	9.878	***	
Bc3 <--- Brand_Commitment	1.290	.126	10.234	***	
Bc4 <--- Brand_Commitment	1.218	.117	10.442	***	
Bc5 <--- Brand_Commitment	1.275	.120	10.636	***	

**Standardized Regression Weights: (Group number 1 - Default model)**

	Estimate
Bc1 <--- Brand_Commitment	.672
Bc2 <--- Brand_Commitment	.820
Bc3 <--- Brand_Commitment	.855
Bc4 <--- Brand_Commitment	.877
Bc5 <--- Brand_Commitment	.898

**Variances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
Brand_Commitment	.333	.067	4.999	**	
e14	.405	.045	8.933	**	
e15	.206	.026	7.999	**	
e16	.203	.027	7.471	**	
e17	.149	.021	6.999	**	
e18	.130	.020	6.363	**	



Goodness of Fit Test  
 =====  
 Chi Square =32.457  
 Probability =.000  
 RMSEA =.289  
 GFI =.917  
 AGFI =.585  
 Cmin/DF =16.228  
 TLI =.856  
 CFI =.952

**Estimates (Group number 1 - Default model)**

**Scalar Estimates (Group number 1 - Default model)**

**Maximum Likelihood Estimates**

**Regression Weights: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
Bcbg <--- Brand_Cit_Beh	1.000				
Bcbcom <--- Brand_Cit_Beh	.911	.062	14.631	***	
Bcbend <--- Brand_Cit_Beh	1.075	.070	15.421	***	
Bcbdev <--- Brand_Cit_Beh	.988	.068	14.483	***	

**Standardized Regression Weights: (Group number 1 - Default model)**

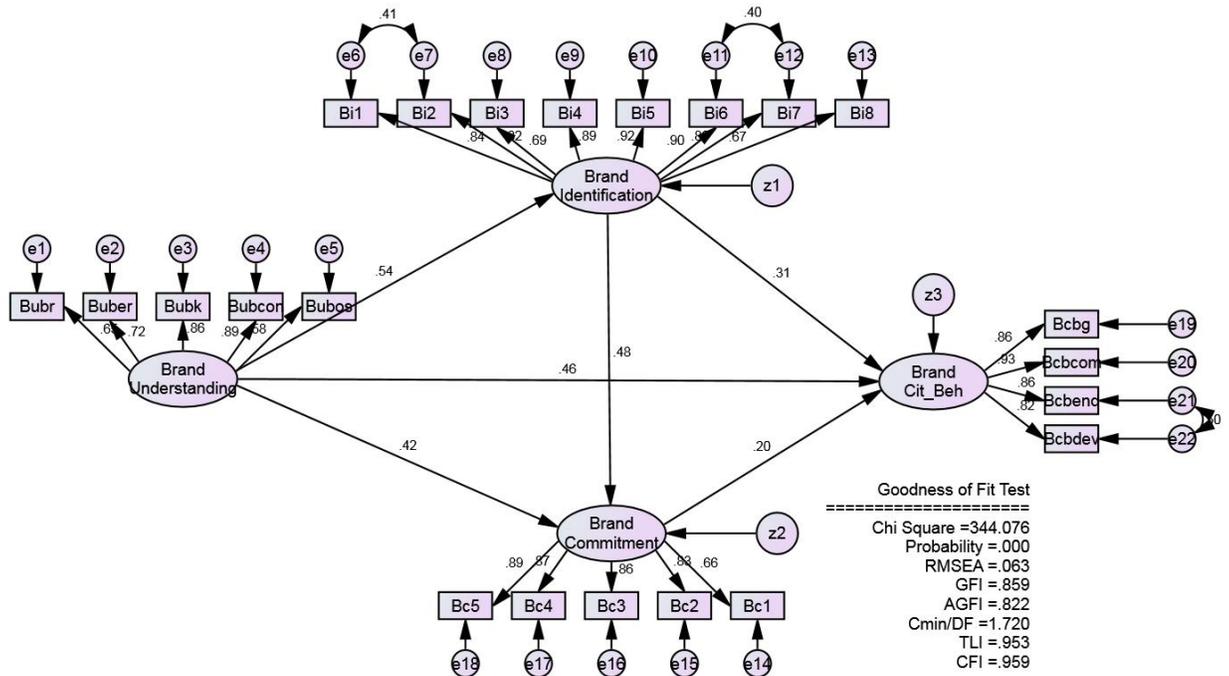
	Estimate
Bcbg <--- Brand_Cit_Beh	.812
Bcbcom <--- Brand_Cit_Beh	.892
Bcbend <--- Brand_Cit_Beh	.926
Bcbdev <--- Brand_Cit_Beh	.886

**Variances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
Brand_Cit_Beh	.567	.086	6.555	**	
e19	.293	.035	8.305	**	
e20	.121	.017	6.955	**	
e21	.109	.019	5.610	**	
e22	.151	.021	7.130	**	

<b>Variable</b>	<b>Indicator</b>	<b>Loading (<math>\lambda</math>)</b>	<b><math>\Sigma(\lambda)</math></b>	<b>Error (<math>\epsilon</math>)</b>	<b><math>\Sigma(\epsilon)</math></b>	<b>Construct Reliability</b>	<b>Label</b>
Brand Understanding						0.9143	Reliable
	BU_BR	0.639	3.686	0.368	1.273		Valid
	BU_BER	0.711		0.296			Valid
	BU_BK	0.860		0.167			Valid
	BU_BCON	0.897		0.117			Valid
	BU_BOS	0.579		0.325			Valid
Brand Identification						0.9522	Reliable
	BI1	0.850	6.630	0.179	2.205		Valid
	BI2	0.838		0.212			Valid
	BI3	0.680		0.587			Valid
	BI4	0.881		0.166			Valid
	BI5	0.920		0.100			Valid
	BI6	0.915		0.116			Valid
	BI7	0.882		0.192			Valid
	BI8	0.664		0.653			Valid
Brand Commitment						0.940	Reliable
	BC1	0.672	4.122	0.405	1.093		Valid
	BC2	0.820		0.206			Valid
	BC3	0.855		0.203			Valid
	BC4	0.877		0.149			Valid
	BC5	0.898		0.130			Valid
Brand Citizenship Behavior						0.948	Reliable
	BCB_G	0.812	3.516	0.293	0.674		Valid
	BCB_COM	0.892		0.121			Valid
	BCB_END	0.926		0.109			Valid
	BCB_DEV	0.886		0.151			Valid

**APPENDIX D  
OUTPUT OF FULL MODEL ANALYSIS (AMOS)**



**Analysis Summary**

**Date and Time**

Date: Friday, March 09, 2018  
 Time: 9:24:12 AM

**Title**

full model: Friday, March 09, 2018 9:24 AM

**Groups**

**Group number 1 (Group number 1)**

## **Notes for Group (Group number 1)**

The model is recursive.

Sample size = 183

## **Variable Summary (Group number 1)**

### **Your model contains the following variables (Group number 1)**

Observed, endogenous variables

Bubr

Buber

Bubk

Bubcon

Bi1

Bi2

Bi3

Bi4

Bi5

Bi6

Bi7

Bi8

Bc1

Bc2

Bc3

Bc4

Bc5

Bcbg

Bcbcom

Bcbend

Bcbdev

Bubos

Unobserved, endogenous variables

Brand\_Identification

Brand\_Commitment

Brand\_Cit\_Beh

Unobserved, exogenous variables

Brand\_Understanding

e1

e2

e3

e4

e6  
 e7  
 e8  
 e9  
 e10  
 e11  
 e12  
 e13  
 e14  
 e15  
 e16  
 e17  
 e18  
 e19  
 e20  
 e21  
 e22  
 e5  
 z1  
 z2  
 z3

**Variable counts (Group number 1)**

Number of variables in your model:	51
Number of observed variables:	22
Number of unobserved variables:	29
Number of exogenous variables:	26
Number of endogenous variables:	25

**Parameter Summary (Group number 1)**

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	29	0	0	0	0	29
Labeled	0	0	0	0	0	0
Unlabeled	24	3	26	0	0	53
Total	53	3	26	0	0	82

**Assessment of normality (Group number 1)**

Variable	min	max	skew	c.r.	kurtosis	c.r.
Bubos	2.50 0	6.00 0	-.716	3.95 6	.292	.807
Bcbdev	1.33 0	6.00 0	-.856	4.72 5	1.202	3.320
Bcbend	1.00 0	6.00 0	1.15 2	6.36 3	2.208	6.096
Bcbcom	2.25 0	6.00 0	-.767	4.23 5	.797	2.200
Bcbg	2.00 0	6.00 0	-.415	2.29 4	-.289	-.798
Bc5	2.00 0	6.00 0	-.844	4.65 9	1.136	3.137
Bc4	2.00 0	6.00 0	-.875	4.83 3	1.366	3.771
Bc3	2.00 0	6.00 0	-.676	3.73 3	.173	.479
Bc2	3.00 0	6.00 0	-.958	5.28 9	.850	2.347
Bc1	2.00 0	6.00 0	-.644	3.55 5	.666	1.840
Bi8	2.00 0	6.00 0	-.680	3.75 4	-.024	-.065
Bi7	2.00 0	6.00 0	1.19 1	6.57 5	1.436	3.964
Bi6	2.00 0	6.00 0	1.03	5.71	.903	2.493

Variable	min	max	skew	c.r.	kurtosis	c.r.
			5	8		
Bi5	2.00 0	6.00 0	- 1.02 6	- 5.66 4	1.243	3.433
Bi4	2.00 0	6.00 0	-873	4.82 2	.516	1.425
Bi3	2.00 0	6.00 0	-762	4.20 6	-.033	-.091
Bi2	2.00 0	6.00 0	- 1.08 3	- 5.97 9	1.087	3.002
Bi1	2.00 0	6.00 0	- 1.59 5	- 8.80 6	3.740	10.328
Bubcon	2.67 0	6.00 0	-718	3.96 6	.300	.829
Bubk	2.00 0	6.00 0	-871	4.80 9	.879	2.428
Buber	2.33 0	6.00 0	-891	4.91 9	.586	1.618
Bubr	2.33 0	6.00 0	- 1.49 5	- 8.25 4	1.929	5.326
Multivariate					148.959	31.005

**Observations farthest from the centroid (Mahalanobis distance)**

**(Group number 1)**

Observation number	Mahalanobis d-squared	p1	p2
121	70.762	.00 0	.000
158	61.683	.00 0	.000
4	59.514	.00 0	.000
100	57.017	.00 0	.000
71	56.982	.00 0	.000
58	50.467	.00 1	.000
161	50.395	.00 1	.000
72	50.205	.00 1	.000
176	49.190	.00 1	.000
160	48.463	.00 1	.000
111	48.397	.00 1	.000
132	48.083	.00 1	.000
118	46.492	.00 2	.000
53	45.949	.00 2	.000
60	45.918	.00 2	.000
11	44.415	.00 3	.000
61	44.049	.00 3	.000

Observation number	Mahalanobis d-squared	p1	p2
180	42.944	.005	.000
6	42.189	.006	.000
39	40.322	.010	.000
15	40.187	.010	.000
22	39.956	.011	.000
56	38.719	.015	.000
144	38.289	.017	.000
98	37.595	.020	.000
178	35.759	.032	.000
102	35.500	.034	.000
106	34.907	.040	.000
123	34.647	.042	.000
159	34.583	.043	.000
168	34.297	.046	.000
120	33.548	.055	.000
119	33.286	.058	.000
27	32.726	.066	.000
86	32.423	.070	.000
103	32.096	.076	.000

Observation number	Mahalanobis d-squared	p1	p2
24	31.767	.081	.000
84	30.893	.098	.000
153	30.879	.099	.000
10	30.676	.103	.000
164	30.634	.104	.000
138	30.511	.107	.000
145	30.449	.108	.000
30	30.232	.113	.000
169	30.164	.115	.000
146	30.151	.115	.000
171	29.925	.120	.000
150	29.912	.121	.000
49	29.833	.123	.000
105	29.414	.133	.000
104	29.006	.145	.000
2	28.500	.160	.000
143	28.101	.172	.000
54	27.800	.182	.000
23	27.791	.183	.000

Observation number	Mahalanobis d-squared	p1	p2
88	27.603	.189	.000
90	27.183	.204	.000
148	26.845	.217	.001
74	26.503	.231	.003
127	26.331	.238	.004
68	25.567	.271	.036
134	24.945	.300	.142
59	24.797	.307	.155
32	24.207	.336	.379
112	24.113	.341	.373
67	24.020	.346	.367
94	24.012	.347	.315
149	23.817	.357	.366
162	23.080	.397	.736
20	22.942	.405	.756
43	22.658	.421	.838
165	22.587	.425	.828
41	22.585	.425	.788
91	22.576	.426	.747

Observation number	Mahalanobis d-squared	p1	p2
3	22.546	.428	.713
116	22.068	.456	.880
107	21.903	.466	.902
37	21.855	.469	.889
7	21.598	.484	.932
75	21.446	.493	.945
157	21.395	.496	.937
114	21.352	.499	.927
101	21.322	.501	.912
97	21.301	.502	.893
13	21.136	.512	.915
16	21.102	.514	.900
174	21.015	.520	.899
36	20.786	.534	.935
52	20.585	.546	.956
82	20.393	.558	.970
78	20.379	.559	.961
81	20.044	.580	.986
33	19.551	.611	.998

Observation number	Mahalanobis d-squared	p1	p2
154	19.040	.64 3	1.00 0
156	19.028	.64 4	1.00 0
147	18.998	.64 5	1.00 0
77	18.953	.64 8	1.00 0
63	18.940	.64 9	.999
55	18.931	.65 0	.999
172	18.683	.66 5	1.00 0

## Models

### Default model (Default model)

### Notes for Model (Default model)

### Computation of degrees of freedom (Default model)

Number of distinct sample moments:	25
	3
Number of distinct parameters to be estimated:	53
Degrees of freedom (253 - 53):	20
	0

### Result (Default model)

Minimum was achieved  
Chi-square = 344.076  
Degrees of freedom = 200  
Probability level = .000

**Group number 1 (Group number 1 - Default model)**

**Estimates (Group number 1 - Default model)**

**Scalar Estimates (Group number 1 - Default model)**

**Maximum Likelihood Estimates**

**Regression Weights: (Group number 1 - Default model) for *Hypothesis Testing Result Model 1***

			Estimate	S.E.	C.R.	P	Label
Brand_Identifica tion	<-- -	Brand_Understan ding	.713	.116	6.14 6	*	*
Brand_Commit ment	<-- -	Brand_Understan ding	.470	.094	5.01 5	*	*
Brand_Commit ment	<-- -	Brand_Identificati on	.400	.067	5.98 6	*	*
Brand_Cit_Beh	<-- -	Brand_Identificati on	.362	.087	4.14 7	*	*
Brand_Cit_Beh	<-- -	Brand_Commitm ent	.273	.124	2.20 6	.0	2 7
Brand_Cit_Beh	<-- -	Brand_Understan ding	.721	.133	5.42 5	*	*
Bubr	<-- -	Brand_Understan ding	1.000				
Buber	<-- -	Brand_Understan ding	1.085	.129	8.40 3	*	*
Bubk	<-- -	Brand_Understan ding	1.346	.139	9.67 3	*	*
Bubcon	<-- -	Brand_Understan ding	1.342	.136	9.86 9	*	*

			Estimate	S.E.	C.R.	P	Label
Bi1	<-- - Brand_Identificati on		1.000				
Bi2	<-- - Brand_Identificati on		1.026	.056	18.1 92	*	*
Bi3	<-- - Brand_Identificati on		1.070	.099	10.7 70	*	*
Bi4	<-- - Brand_Identificati on		1.127	.071	15.8 55	*	*
Bi5	<-- - Brand_Identificati on		1.100	.065	17.0 30	*	*
Bi6	<-- - Brand_Identificati on		1.128	.069	16.3 26	*	*
Bi7	<-- - Brand_Identificati on		1.183	.079	14.9 78	*	*
Bi8	<-- - Brand_Identificati on		1.069	.104	10.2 64	*	*
Bc1	<-- - Brand_Commitm ent		1.000				
Bc2	<-- - Brand_Commitm ent		1.162	.117	9.90 0	*	*
Bc3	<-- - Brand_Commitm ent		1.316	.130	10.1 56	*	*
Bc4	<-- - Brand_Commitm ent		1.229	.120	10.2 66	*	*
Bc5	<-- - Brand_Commitm ent		1.281	.123	10.4 27	*	*
Bcbg	<-- - Brand_Cit_Beh		1.000				
Bcbcom	<-- - Brand_Cit_Beh		.902	.051	17.5	*	

			Estimate	S.E.	C.R.	P	Label
	-				32	*	
						*	
Bcbend	<--	Brand_Cit_Beh	.946	.062	15.2	*	
	-				48	*	
						*	
Bcbdev	<--	Brand_Cit_Beh	.861	.062	13.8	*	
	-				33	*	
						*	
Bubos	<--	Brand_Understanding	.790	.113	6.99	*	
	-				2	*	
						*	

**Standardized Regression Weights: (Group number 1 - Default model)**

			Estimate
Brand_Identification	<---	Brand_Understanding	.540
Brand_Commitment	<---	Brand_Understanding	.423
Brand_Commitment	<---	Brand_Identification	.476
Brand_Cit_Beh	<---	Brand_Identification	.308
Brand_Cit_Beh	<---	Brand_Commitment	.196
Brand_Cit_Beh	<---	Brand_Understanding	.464
Bubr	<---	Brand_Understanding	.650
Buber	<---	Brand_Understanding	.718
Bubk	<---	Brand_Understanding	.861
Bubcon	<---	Brand_Understanding	.888
Bi1	<---	Brand_Identification	.843
Bi2	<---	Brand_Identification	.823
Bi3	<---	Brand_Identification	.694
Bi4	<---	Brand_Identification	.888
Bi5	<---	Brand_Identification	.923
Bi6	<---	Brand_Identification	.903
Bi7	<---	Brand_Identification	.861
Bi8	<---	Brand_Identification	.670
Bc1	<---	Brand_Commitment	.663
Bc2	<---	Brand_Commitment	.834
Bc3	<---	Brand_Commitment	.861
Bc4	<---	Brand_Commitment	.872
Bc5	<---	Brand_Commitment	.890

			Estimate
Bcbg	<---	Brand_Cit_Beh	.858
Bcbcom	<---	Brand_Cit_Beh	.934
Bcbend	<---	Brand_Cit_Beh	.861
Bcbdev	<---	Brand_Cit_Beh	.816
Bubos	<---	Brand_Understanding	.579

**Covariances: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
e6	<--	e7	.085	.019	4.42	**	
	>				2	*	
e1	<--	e1	.069	.018	3.87	**	
1	>	2			3	*	
e2	<--	e2	.108	.023	4.73	**	
1	>	2			1	*	

**Correlations: (Group number 1 - Default model)**

			Estimate
e6	<--	e7	.412
e1	<--	e1	.401
1	>	2	
e2	<--	e2	.503
1	>	2	

**Variances: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
Brand_Understanding			.262	.055	4.74	**	
z1			.325	.048	6.72	**	
z2			.122	.026	4.62	**	
z3			.183	.03	5.97	**	

	Estimate	S.E.	C.R.	P	Label
e1	.359	.041	8.850	**	*
e2	.290	.034	8.531	**	*
e3	.166	.025	6.718	**	*
e4	.127	.022	5.918	**	*
e6	.187	.022	8.354	**	*
e7	.229	.027	8.506	**	*
e8	.566	.062	9.113	**	*
e9	.156	.020	7.794	**	*
e10	.097	.014	6.831	**	*
e11	.132	.018	7.375	**	*
e12	.223	.028	8.021	**	*
e13	.644	.070	9.166	**	*
e14	.414	.046	9.022	**	*
e15	.192	.024	8.009	**	*
e16	.196	.026	7.616	**	*
e17	.154	.021	7.390	**	*
e18	.140	.020	6.966	**	*
e19	.226	.030	7.624	**	*
e20	.076	.011	4.95	**	

	Estimate	S.E.	C.R.	P	Label
e21	.197	.026	7.49	**	*
e22	.236	.029	8.05	**	*
e5	.325	.036	9.06	**	*

**Matrices (Group number 1 - Default model)**

**Total Effects (Group number 1 - Default model)**

	Brand_Understanding	Brand_Identification	Brand_Commitment	Brand_Cit_Beh
Brand_Identification	.713	.000	.000	.000
Brand_Commitment	.756	.400	.000	.000
Brand_Cit_Beh	1.185	.471	.273	.000
Bubos	.790	.000	.000	.000
Bcbdev	1.020	.405	.235	.861
Bcbend	1.122	.446	.259	.946
Bcbcom	1.069	.425	.246	.902
Bcbg	1.185	.471	.273	1.000
Bc5	.968	.512	1.281	.000
Bc4	.929	.491	1.229	.000
Bc3	.994	.526	1.316	.000
Bc2	.878	.465	1.162	.000
Bc1	.756	.400	1.000	.000
Bi8	.763	1.069	.000	.000
Bi7	.844	1.183	.000	.000
Bi6	.805	1.128	.000	.000
Bi5	.784	1.100	.000	.000
Bi4	.804	1.127	.000	.000
Bi3	.764	1.070	.000	.000
Bi2	.732	1.026	.000	.000
Bi1	.713	1.000	.000	.000

	Brand_Understanding	Brand_Identification	Brand_Commitment	Brand_Cit_Beh
Bubcon	1.342	.000	.000	.000
Bubk	1.346	.000	.000	.000
Buber	1.085	.000	.000	.000
Bubr	1.000	.000	.000	.000

**Standardized Total Effects (Group number 1 - Default model)**

	Brand_Understanding	Brand_Identification	Brand_Commitment	Brand_Cit_Beh
Brand_Identification	.540	.000	.000	.000
Brand_Commitment	.680	.476	.000	.000
Brand_Cit_Beh	.763	.401	.196	.000
Bubos	.579	.000	.000	.000
Bcbdev	.623	.327	.159	.816
Bcbend	.657	.345	.168	.861
Bcbcom	.713	.374	.183	.934
Bcbg	.655	.344	.168	.858
Bc5	.605	.423	.890	.000
Bc4	.593	.415	.872	.000
Bc3	.585	.409	.861	.000
Bc2	.567	.397	.834	.000
Bc1	.451	.315	.663	.000
Bi8	.362	.670	.000	.000
Bi7	.465	.861	.000	.000
Bi6	.487	.903	.000	.000
Bi5	.498	.923	.000	.000
Bi4	.479	.888	.000	.000
Bi3	.375	.694	.000	.000
Bi2	.444	.823	.000	.000
Bi1	.455	.843	.000	.000
Bubcon	.888	.000	.000	.000
Bubk	.861	.000	.000	.000
Buber	.718	.000	.000	.000
Bubr	.650	.000	.000	.000

**Direct Effects (Group number 1 - Default model)**

	Brand_Understanding	Brand_Identification	Brand_Commitment	Brand_Cit_Beh
Brand_Identification	.713	.000	.000	.000
Brand_Commitment	.470	.400	.000	.000
Brand_Cit_Beh	.721	.362	.273	.000
Bubos	.790	.000	.000	.000
Bcbdev	.000	.000	.000	.861
Bcbend	.000	.000	.000	.946
Bcbcom	.000	.000	.000	.902
Bcbg	.000	.000	.000	1.000
Bc5	.000	.000	1.281	.000
Bc4	.000	.000	1.229	.000
Bc3	.000	.000	1.316	.000
Bc2	.000	.000	1.162	.000
Bc1	.000	.000	1.000	.000
Bi8	.000	1.069	.000	.000
Bi7	.000	1.183	.000	.000
Bi6	.000	1.128	.000	.000
Bi5	.000	1.100	.000	.000
Bi4	.000	1.127	.000	.000
Bi3	.000	1.070	.000	.000
Bi2	.000	1.026	.000	.000
Bi1	.000	1.000	.000	.000
Bubcon	1.342	.000	.000	.000
Bubk	1.346	.000	.000	.000
Buber	1.085	.000	.000	.000
Bubr	1.000	.000	.000	.000

**Standardized Direct Effects (Group number 1 - Default model)**

	Brand_Understanding	Brand_Identification	Brand_Commitment	Brand_Cit_Beh
Brand_Identification	.540	.000	.000	.000
Brand_Commitment	.423	.476	.000	.000
Brand_Cit_Beh	.464	.308	.196	.000
Bubos	.579	.000	.000	.000
Bcbdev	.000	.000	.000	.816
Bcbend	.000	.000	.000	.861
Bcbcom	.000	.000	.000	.934
Bcbg	.000	.000	.000	.858
Bc5	.000	.000	.890	.000
Bc4	.000	.000	.872	.000
Bc3	.000	.000	.861	.000
Bc2	.000	.000	.834	.000
Bc1	.000	.000	.663	.000
Bi8	.000	.670	.000	.000
Bi7	.000	.861	.000	.000
Bi6	.000	.903	.000	.000
Bi5	.000	.923	.000	.000
Bi4	.000	.888	.000	.000
Bi3	.000	.694	.000	.000
Bi2	.000	.823	.000	.000
Bi1	.000	.843	.000	.000
Bubcon	.888	.000	.000	.000
Bubk	.861	.000	.000	.000
Buber	.718	.000	.000	.000
Bubr	.650	.000	.000	.000

**Indirect Effects (Group number 1 - Default model)**

	Brand_Understanding	Brand_Identification	Brand_Commitment	Brand_Cit_Beh
Brand_Identification	.000	.000	.000	.000
Brand_Commitment	.285	.000	.000	.000
Brand_Cit_Beh	.465	.109	.000	.000
Bubos	.000	.000	.000	.000
Bcbdev	1.020	.405	.235	.000
Bcbend	1.122	.446	.259	.000
Bcbcom	1.069	.425	.246	.000
Bcbg	1.185	.471	.273	.000
Bc5	.968	.512	.000	.000
Bc4	.929	.491	.000	.000
Bc3	.994	.526	.000	.000
Bc2	.878	.465	.000	.000
Bc1	.756	.400	.000	.000
Bi8	.763	.000	.000	.000
Bi7	.844	.000	.000	.000
Bi6	.805	.000	.000	.000
Bi5	.784	.000	.000	.000
Bi4	.804	.000	.000	.000
Bi3	.764	.000	.000	.000
Bi2	.732	.000	.000	.000
Bi1	.713	.000	.000	.000
Bubcon	.000	.000	.000	.000
Bubk	.000	.000	.000	.000
Buber	.000	.000	.000	.000
Bubr	.000	.000	.000	.000

**Standardized Indirect Effects (Group number 1 - Default model)**

	Brand_Understanding	Brand_Identification	Brand_Commitment	Brand_Cit_Beh
Brand_Identification	.000	.000	.000	.000
Brand_Commitment	.257	.000	.000	.000
Brand_Cit_Beh	.299	.093	.000	.000
Bubos	.000	.000	.000	.000
Bcbdev	.623	.327	.159	.000
Bcbend	.657	.345	.168	.000
Bcbcom	.713	.374	.183	.000
Bcbg	.655	.344	.168	.000
Bc5	.605	.423	.000	.000
Bc4	.593	.415	.000	.000
Bc3	.585	.409	.000	.000
Bc2	.567	.397	.000	.000
Bc1	.451	.315	.000	.000
Bi8	.362	.000	.000	.000
Bi7	.465	.000	.000	.000
Bi6	.487	.000	.000	.000
Bi5	.498	.000	.000	.000
Bi4	.479	.000	.000	.000
Bi3	.375	.000	.000	.000
Bi2	.444	.000	.000	.000
Bi1	.455	.000	.000	.000
Bubcon	.000	.000	.000	.000
Bubk	.000	.000	.000	.000
Buber	.000	.000	.000	.000
Bubr	.000	.000	.000	.000

**Modification Indices (Group number 1 - Default model)**

**Covariances: (Group number 1 - Default model)**

	M.I.	Par Change
e1 <-- e5 7 >	4.260	-.039
e1 <-- z1 6 >	4.576	.047
e1 <-- e21 6 >	5.992	.036
e1 <-- Brand_Understan 5 > ding	4.617	.040
e1 <-- e19 5 >	4.851	.041
e1 <-- z1 4 >	4.279	-.061
e1 <-- z3 4 >	4.224	-.050
e1 <-- e19 3 >	4.858	.070
e1 <-- e14 1 >	5.267	-.040
e1 <-- e22 0 >	7.073	.030
e1 <-- e21 0 >	4.986	-.024
e1 <-- e13 0 >	14.73 7	-.084
e9 <-- z3 >	5.817	-.039
e9 <-- e17 >	5.766	.034
e8 <-- z2 >	12.50 4	.080
e8 <-- e22 >	7.185	-.065
e8 <-- e18 >	5.714	.059

			M.I.	Par Change
e8	<--	e17	4.350	-.052
	>			
e8	<--	e13	9.933	.147
	>			
e4	<--	e16	6.632	-.041
	>			
e4	<--	e10	5.631	.028
	>			
e1	<--	e7	13.73	.076
	>		8	
e1	<--	e2	8.952	.077
	>			

**Variances: (Group number 1 - Default model)**

	M.I.	Par Change
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**Regression Weights: (Group number 1 - Default model)**

			M.I.	Par Change
Bc2	<--	Brand_Understan	4.61	.154
	-	ding	7	
Bc2	<--	Bcbg	5.27	.087
	-		3	
Bc2	<--	Bubk	6.19	.109
	-		1	
Bc2	<--	Bubr	6.53	.114
	-		5	
Bc1	<--	Bi6	4.11	-.117
	-		2	
Bi8	<--	Bcbg	5.54	.154
	-		3	
Bi8	<--	Bi3	4.94	.129
	-		2	
Bi5	<--	Bi8	7.93	-.070
	-		0	
Bi4	<--	Bcbcom	4.86	-.092

			M.I.	Par Change
	-		8	
Bi3	<--	Bc5	6.48	.177
	-		7	
Bi3	<--	Bc3	4.77	.143
	-		3	
Bi3	<--	Bc2	5.19	.164
	-		8	
Bi3	<--	Bi8	5.28	.121
	-		1	
Bi2	<--	Bubr	7.24	.113
	-		5	
Bubc on	<--	Bc3	5.01	-.083
	-		5	
Bubc on	<--	Bi3	4.18	-.063
	-		7	
Buber	<--	Bc1	5.32	.113
	-		2	
Buber	<--	Bi3	4.46	.085
	-		7	
Buber	<--	Bi2	4.19	.102
	-		6	
Buber	<--	Bubr	4.86	.118
	-		9	

**Minimization History (Default model)**

Iteration		Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTri es	Ratio
0	e	11		-1.660	9999.000	3625.753	0	9999.000
1	e*	17		-.959	2.836	2248.775	19	.344
2	e*	15		-1.402	.678	1780.682	5	1.013
3	e*	12		-.364	.437	1492.788	4	.950
4	e	6		-.600	.856	1179.1	5	.621

Iteration	Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTrises	Ratio
5	* e *	1	-.003	.885	702.87 3	5	.905
6	e	0	1893.721	.765	482.17 0	5	.923
7	e	0	317.136	.712	437.09 1	4	.000
8	e	0	184.137	.513	381.91 8	2	.000
9	e	0	281.174	.501	349.25 3	1	1.177
10	e	0	455.125	.299	344.42 3	1	1.136
11	e	0	535.609	.112	344.08 0	1	1.066
12	e	0	550.851	.015	344.07 6	1	1.010
13	e	0	574.037	.000	344.07 6	1	1.000

### Model Fit Summary

#### CMIN

Model	NPA R	CMIN	D F	P	CMIN/ DF
Default model	53	344.07 6	20 0	.00 0	1.720
Saturated model	253	.000	0		
Independence model	22	3768.7 88	23 1	.00 0	16.315

### RMR, GFI

Model	RM R	GFI	AG FI	PG FI
Default model	.037	.859	.822	.679
Saturated model	.000	1.00 0		
Independence model	.363	.148	.067	.135

### Baseline Comparisons

Model	NFI Delta 1	RF I rho 1	IFI Delta 2	TL I rho 2	CFI
Default model	.909	.89 5	.960	.95 3	.959
Saturated model	1.00 0		1.00 0		1.00 0
Independence model	.000	.00 0	.000	.00 0	.000

### Parsimony-Adjusted Measures

Model	PRATI O	PN FI	PC FI
Default model	.866	.787	.831
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

### NCP

Model	NCP	LO 90	HI 90
Default model	144.07 6	96.575	199.44 8
Saturated model	.000	.000	.000
Independence model	3537.7 88	3342.5 23	3740.3 53

**FMIN**

Model	FMI N	F0	LO 90	HI 90
Default model	1.891	.792	.531	1.096
Saturated model	.000	.000	.000	.000
Independence model	20.70 8	19.43 8	18.36 6	20.55 1

**RMSEA**

Model	RMSE A	LO 90	HI 90	PCLO SE
Default model	.063	.052	.074	.032
Independence model	.290	.282	.298	.000

**AIC**

Model	AIC	BCC	BIC	CAIC
Default model	450.07 6	465.40 9	620.17 8	673.17 8
Saturated model	506.00 0	579.19 5	1318.0 00	1571.0 00
Independence model	3812.7 88	3819.1 53	3883.3 96	3905.3 96

**ECVI**

Model	ECV I	LO 90	HI 90	MEC VI
Default model	2.473	2.212	2.777	2.557
Saturated model	2.780	2.780	2.780	3.182
Independence model	20.94 9	19.87 6	22.06 2	20.98 4

## HOELTER

Model	HOELT ER .05	HOELT ER .01
Default model	124	132
Independence model	13	14

### Execution time summary

Minimization:	.046
Miscellaneous:	2.575
Bootstrap:	.000
Total:	2.621