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## Investigating the Effect of the Relationship between Brand Visual Identities, Focus on Employees and Customers and Brand Personality on Organizational Commitment

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**Abstract:** Corporate brand identity is a key issue for any organization. Accordingly, its study is a profitable field of research. As a result, companies should pay special attention to brand identity management because it affects employees' commitment to the organization, their job satisfaction, and brand performance. The present study aimed to investigate the role of organizational commitment in the relationship between organizational brand identity, brand performance and job satisfaction of Shahr Bank employees. The present research is applied in terms of purpose and descriptive-correlational in terms of data collection. The statistical population of the study was the employees of Shahr Bank which was estimated to be 120 samples through Morgan table, and then the data were collected using cluster sampling method. A questionnaire was used to collect information, which was distributed among the sample after confirming its validity and reliability (Cronbach's alpha coefficient of 0.94%). Finally, after collecting data, the data were analyzed using structural equations (Smart PLS). To analyze the research data, two methods of descriptive statistics and inferential statistics have been used. The results show that brand identity has a positive effect on employee commitment, as well as sub-hypotheses of positive effect of focus on customer and employee, brand personality and having consistent relationships on the formation of brand identity were confirmed. Also positive effect of brand visual identity and human resource planning on the formation of brand identity was not confirmed according to the results. Finally, the hypotheses of a positive effect of employee commitment on brand performance and employee job satisfaction were confirmed.

**Keywords:** Organizational commitment, Brand visual identity, Job satisfaction, Brand performance.

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### INTRODUCTION

Corporate brand identity is a key issue for any organization. Accordingly, its study is a profitable field of research [1]. As a result, companies should pay special attention to brand identity management because it affects employees' commitment to the organization, their job satisfaction, as well as brand performance [2]. It is necessary to study the brand identity, especially in the banking sector, which has been damaged by economic and financial crises, given that the image of customer trust has recently been damaged [3]. In this regard, restoring customer trust is very important. This is possible by trying to convey a positive and coherent image with the essence of the organization, which in this complex process of corporate identity management and the role of employees is very important and vital [4].

Also, since brand performance is directly related to the performance of an organization, its continuous measurement and monitoring can provide a powerful management tool to managers in order to achieve the overall and strategic goals of the organization. The need to measure the performance of the organization from different aspects and according to different levels has often been considered in the marketing literature and as a dependent variable [5]. Often in the discussion of brands, two main questions arise in the mind. What factors create brand power and how to create a strong brand [6]. To answer these questions, the broad concept of brand performance is introduced. Therefore, by being aware of the dimensions and characteristics of brand performance, managers will be better equipped and more capable of applying more effective brand strategies. Like a physician who assesses his or her patient health by measuring various parameters such as blood pressure, weight, and body temperature, a marketer with information about product features and dimensions can more easily decide on appropriate marketing policies and apply them [7].

One of the factors affecting the performance of employees is their commitment. People who have high organizational commitment believe that working in the organization is important to them and they probably agree with the values of their organization and feel part of the organization and perform consistent tasks. Are

and gain important work experiences for the well-being of themselves and their organization [8]. Organizational commitment is a strong source of motivation to strengthen employees' performance as well as convince them to continue working in difficult situations such as work-related stress and pressures. What can be explicitly stated is that the life of organizations depends on the correct performance of employees and managers should realize that effective performance management can nurture employees and point out their strengths and weaknesses and towards organizational ideals and goals. Performance in the word means the mode or quality of function, so organizational performance is a general structure that refers to how to perform organizational operations [9].

Studies show that employees' commitment and loyalty to the organization will lead to several positive results. The result of high commitment can lead to more work order and a greater desire to stay in the organization. Organizational commitment is negatively related to the tendency to leave the job and frequent absences. Lack of organizational commitment has effects such as increased tendency to leave the job, more absenteeism and delays and poorer performance, which has a negative impact on organizational effectiveness and efficiency [10].

Job satisfaction is another factor in employee performance. Job satisfaction in employees is unlikely to be rapid, but it is certainly disappearing at a very high rate. All the conditions may be great for maintaining employee satisfaction, but only with an inappropriate attitude of the manager, the possibility of the impact of these appropriate conditions is quite noticeably reduced to zero [11]. If managers want to reduce staff absenteeism, they must take steps to make members of the organization have a positive attitude toward their jobs [12]. Otherwise the members will try to leave the organization and look for another job. Sometimes the members of the organization will try to protest and form informal organizations, so attitude studies can be a valuable tool to understand. Managers should be better than employees in the organization [13, 14].

The present study aimed to investigate the role of organizational commitment in the relationship between organizational brand identity, brand performance and job satisfaction of Shahr Bank employees.

## RESEARCH BACKGROUND

Ghasemi et al., (2013) examined the relationship between organizational commitment and performance of research personnel, under the title of examining the relationship between commitment and employee performance. The research was applied in terms of purpose and in terms of collecting descriptive-survey information. The statistical population was 1100 employees of the Ministry of Economy and Finance, which was randomly selected from 270 people and information was collected using a questionnaire. Findings show that there is a significant relationship between organizational commitment and employee performance [15].

Azizi et al., (2012) investigated a study entitled recognition and analysis of the relationship between job satisfaction and organizational commitment of Sina bank employees. This research has been applied in terms of purpose and in terms of nature and descriptive-survey method. Also, the research data has been collected by collecting questionnaires from 140 managers and employees of Sina Bank and the data have been analyzed using LISREL software. The results indicate a positive and significant effect of job satisfaction with all three types of commitment (emotional, continuous, and normative). It has also been shown that the differences between men and women in each of the dimensions of organizational commitment are not significant [16].

Ramzgouyan et al. (2013) investigated a study entitled analysis of factors affecting the development of service brand identity. The factors affecting brand identity in service organizations have been studied. This research is applied in terms of purpose and analytical-descriptive in terms of data collection. Samples were selected from 112 agencies of Iran Insurance Organization and then data were collected using a questionnaire. Findings of this study indicate that among the factors affecting brand identity, marketing culture factor and brand personality have little effect on brand identity of service organizations and the factors of visual brand identity, customer relationship management and integrated marketing communications have a strong impact on service brand identity development in Iran Insurance Organization [17].

Dellavar (2015) in a study have investigated the effect of job satisfaction dimensions on the organizational commitment of permanent contract employees. The purpose of this study was to investigate the relationship between two variables of job satisfaction and organizational commitment in employees and compare it between employees of permanent contracts and power supply. Organizational commitment based on Allen Weimer model as a structure including three components of emotional commitment, continuous commitment and normative commitment and measuring job satisfaction using Smith, Kendall and Halin model, including five components of work nature, payroll, supervisor, promotion and identification partners and has become operational. The results have shown that there is a positive and significant relationship between the dimensions of job satisfaction and organizational commitment [18].

Hassani et al., (2013) have investigated the relationship between job satisfaction and organizational commitment and the role of age adjusters among teachers. The results indicate that age differences among teachers have a moderating effect on the relationship between job satisfaction and commitment. It has an organization and these relationships are non-linear [19].

Gilani (2019) explore and identify the impact of corporate identity on brand citizenship behavior within retail organizations. The study analyses the influence of corporate identity of an organization, and more particularly on the employees' desire to engage in brand supporting behaviors. The study makes contributions to the

employee branding, services marketing, and organizational citizenship literature, but its main contribution is to extend the corporate identity literature into a new area of employee behavior through internal communication [20].

Isabel et al., (2015) seeks to broaden the understanding of this strategic activity and its effects. Results indicate that organizations should pay special attention to the corporate brand identity management, given its influence on employees' commitment with their organizations, as well as their brand performance and satisfaction [21].

Melewar et al., (2017) operationalize and juxtapose variables related to identity, strategy and communications, and then examine the impact of such integration on organizational stakeholders' trust, loyalty and commitment by using commitment/trust theory. The results indicate that identity and strategy are key drivers of integrated corporate communication, and they serve to build stakeholder trust, loyalty and commitment [22].

## METHODOLOGY

Given that this research is based on information provided through basic research, it is applied from the perspective of purpose. This research is descriptive-correlational in nature and method. The statistical population of this research is the employees of Shahr Bank in Tehran province. The statistical population of the study was the employees of Shahr Bank which was estimated to be 120 samples through Morgan table, and then the data were collected using cluster sampling method. A questionnaire was used to collect information, which was distributed among the sample after confirming its validity and reliability (Cronbach's alpha coefficient of 0.94%). Finally, after collecting data, the data were analyzed using structural equations (Smart PLS). To analyze the research data, two methods of descriptive statistics and inferential statistics have been used. In this research, library and Internet resources including books, articles and various case studies have been used to collect information related to the theoretical foundations and literature of the research. The questionnaire of this research is in the Likert 5-scale range and from very high to very low. The validity or validity of the questionnaire of this research has been confirmed by a group of professors based on the validity of the content. After calculating Cronbach's alpha for each variable of the questionnaire, the total reliability rate was 0.84% and since the coefficient above 0.7% is acceptable, then the reliability of the questionnaire is proven. After determining the research problem and the steps of the research method, as well as identifying the appropriate tools for collecting data and using them, it is time to analyze the data. In this research, in order to analyze the data, the structural equation model and smart PLS software has been used.

## RESULTS

### Demographic Description

Description of demographic data in research is done using descriptive statistical indicators. The purpose of statistical analysis is to investigate how statistical samples are distributed in terms of variables such as gender, age, organizational status.

Out of 150 distributed questionnaires, 112 questionnaires could be used for the present study, which cover the amount of sample required for the purpose of the research.

### Gender of Respondents

**Table 1: Frequency of gender variables**

Gender	Frequency
Male	66
Female	46
Total	112

As can be seen, the number of men in the sample is much higher than women.

### Age of Respondents

Age of respondents in below table shows the age distribution of the population.

**Table 2: Frequency of age variables**

Age	Frequency
Under 30 years	43
30-40 years	24
40-50 years	37
50 and above	8

As shown in the table, the highest number is in the range of less than 30 years. The lowest number is in the range of 50 years and above.

### Level of Education of the Respondents

The table below shows the distribution of the population in terms of educational level.

**Table 3: Frequency of education variables**

Education	Frequency
Diploma	24
Associate Degree	18
Bachelor	47
MA	13
Doctorate	10

As can be seen in the table above, most people have a bachelor's degree.

### Work Experience

The table below shows the distribution of the population in terms of work experience.

**Table 4: Frequency of Work Experience**

Work Experience	Frequency
Less than 5 year	33
5 to 10 years	34
10 to 20 years	31
20 years and up	14

As shown in the table above, the highest frequency is related to 5 to 10 years of work experience and the lowest value is related to the frequency of 20 years and above.

### Marital Status

The table below shows the distribution of the population by marriage.

**Table 5: Frequency of marital variables**

Gender	Frequency
Single	44
Married	68

In the table above, as it is clear, the number of married people is more than single people.

### Income Status

The table below shows the distribution of population in terms of income.

**Table 6: Frequency of variable income**

Income status	Frequency
1 to 2.5 million	54
2.5 to 4 million	44
4 million and up	14

According to the table above, people with an income status of 1 to 2.5 million have the highest frequency.

### Kolmogorov-Smirnov Test

The first step in using inferential statistics is to determine the normality of the distribution. If the distribution is normal, parametric statistics can be used to analyze the data. For this purpose, K.S test was used. In Kolmogorov-Smirnov test, the research hypothesis is as follows:

$H_0$ = The distribution of the population is normal.

$H_1$ = The distribution of the community is not normal.

So if the significance level of the test is less than 0.05,  $H_0$  is rejected and  $H_1$  is accepted, ie the distribution of the population related to that question is not normal, and for this variable to be effective or not, a binomial test must be used. The question is normal. The test results are shown in the table below:

**Table 7: k-s test results**

Question number	Significance level	Question number	Significance level
Q 1	0.000	Q15	0.000
Q 2	0.000	Q16	0.000
Q 3	0.000	Q17	0.000
Q 4	0.000	Q18	0.000
Q 5	0.000	Q19	0.000
Q 6	0.000	Q20	0.000
Q 7	0.000	Q21	0.000
Q 8	0.000	Q22	0.000
Q 9	0.000	Q23	0.000
Q 10	0.000	Q24	0.000
Q 11	0.000	Q25	0.000
Q 12	0.000	Q26	0.000
Q 13	0.000	Q27	0.000
Q 14	0.000	Q28	0.000

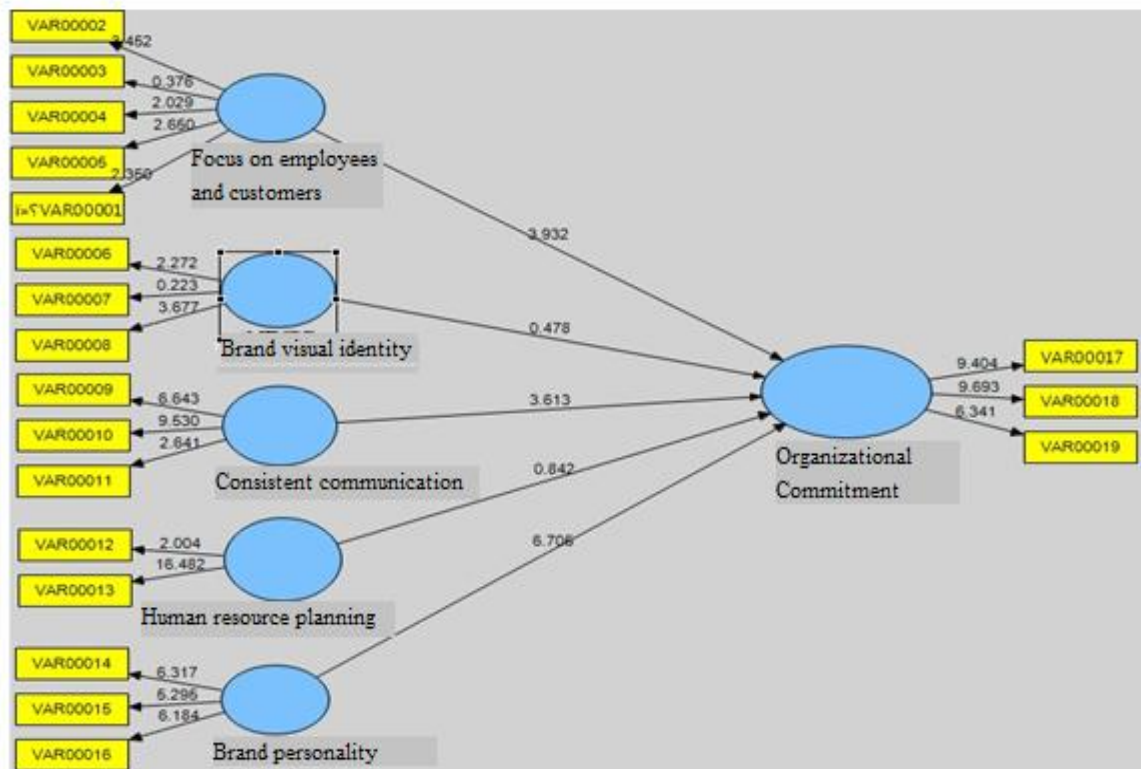
As it is known, because the significance level is lower than 0.05, the statistical sample distribution is not normal and it is not possible to use methods such as multivariate regression coefficient and covariance (laser) equations to determine the path analysis and the effect of research variables and model fit. Kelly used the research; therefore, the method of structural equation of variance (PLS) is used in this research.

**Table 8: Introverted Narrative Results**

	Focus on employees and customers	Brand visual identity	Brand personality	Consistent communication	Human resource planning	Organizational Commitment	Brand performance	Employee satisfaction
Focus on employees and customers	0.88							
Brand visual identity	0.33	0.87						
Brand personality	0.214	0.45	0.79					
Consistent communication	0.66	0.4	0.48	0.77				
Human resource planning	0.089	0.587	0.294	0.14	0.78			
Organizational Commitment	0.66	0.117	0.026	0.34	0.418	0.84		
Brand performance	0.618	0.197	0.09	0.527	0.248	0.186	0.74	
Employee satisfaction	0.576	0.386	0.441	0.632	0.453	0.128	0.391	0.88

**Testing Research Hypotheses**

1. Organizational brand identity has a positive effect on the commitment of Shahr Bank employees in Tehran province.
2. Focus on employees and customers has a positive effect on the formation of Shahr Bank organizational brand identity.
3. Visual brand identity has a positive effect on the formation of Shahr Bank organizational brand identity.
4. Brand personality has a positive effect on the formation of Shahr Bank organizational brand identity.
5. Having consistent communication has a positive effect on the formation of Shahr Bank organizational brand identity.
6. Having human resource planning has a positive effect on the formation of Shahr Bank organizational brand identity.



**Fig.1: Significance coefficients of t-value of sub-hypotheses of the research**

According to Figure 1, at the 95% confidence level and the 0.05 error level, the path coefficient between the organizational commitment variables and the two variables (visual identity, human resource planning) is lower than 1.96, but the coefficient is not significant. The path between the organizational commitment variable and (customer and employee focus, stable communication and brand personality) above the value of 1.96 is significant. Also, according to Figure 1, it is clear that the three factors of customer and employee focus with 41.3 percent and brand personality with 61.6 and sustainable communication with 35.1 percent affect organizational commitment, and since these values are above 0.3, then this The effects are tangible and significant. As a result, the first, third and fourth hypotheses of the first sub-research are confirmed. However, the second and fifth sub-hypotheses of the research were not confirmed due to the lack of path coefficient and having factor loads below 0.3 and were removed from the conceptual model.

**Table 9: Results of factor loads and independent t-values of hypotheses 1 to 5 of the research**

Hypothesis	Operating load (greater than 0.3)	Independent t value (greater than 1.96)
Focus on employees and customers	0.413	3.932
Brand visual identity	0.028	0.478
Human resource planning	0.078	0.842
Consistent communication	0.351	3.613
Brand personality	0.616	6.705



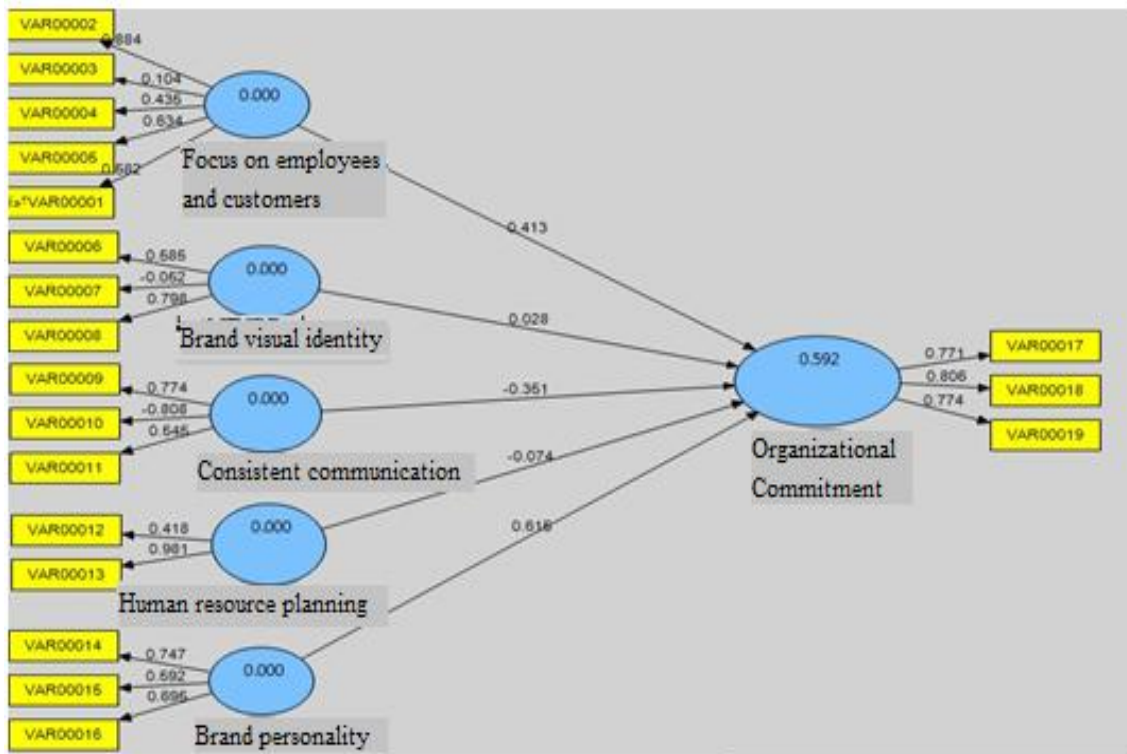


Fig.2: Standardized factor loads of research sub-hypotheses

Commitment has a positive effect on job satisfaction of Shahr Bank employees in Tehran province. According to Figure 2, at the 95% confidence level and the 0.05 error level, the path coefficient between the organizational commitment variables and the two variables (brand performance, job satisfaction,) above 1.96 is significant.

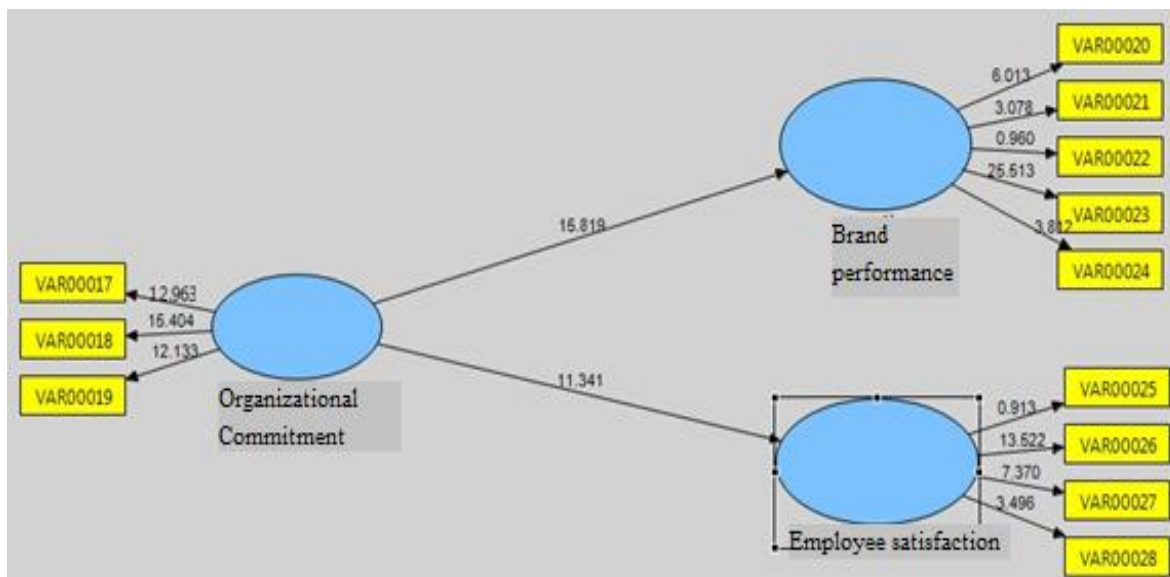


Fig.3: Significance coefficients of t-value of the second and third hypotheses of the research

Also, according to Figure 3, it is clear that the factor of organizational commitment with 69.3 percent affects brand performance with 69.4 percent on job satisfaction, and because this value is above 0.3, then these effects is tangible and significant. The second and third hypotheses of the research are confirmed.

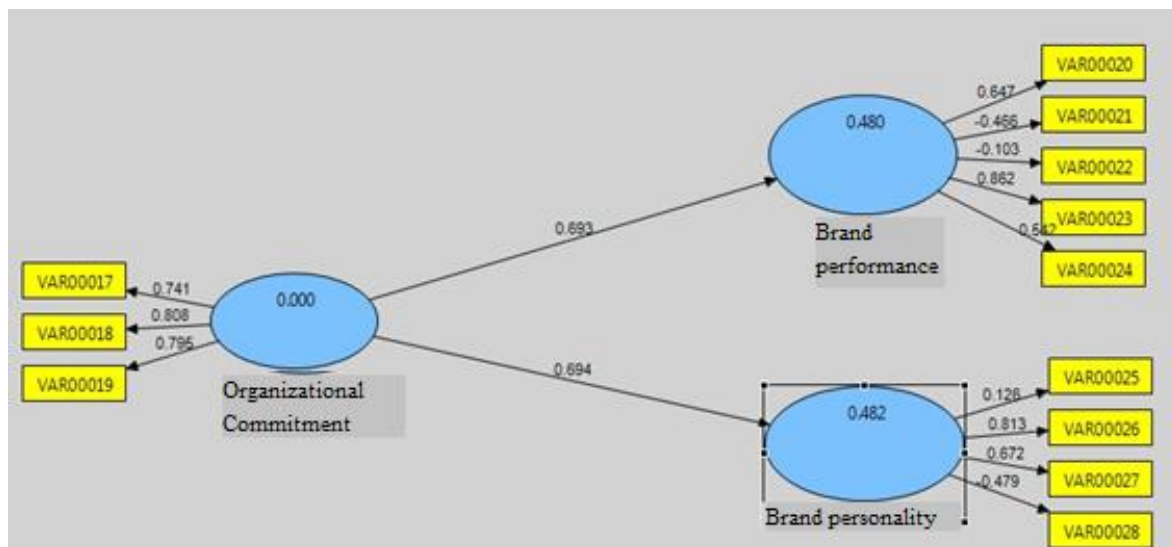


Fig.4: Standardized factor loads of the second and third research hypotheses

Table 10: Results of factor loads and independent t-values of the second and third hypotheses of the research

Hypothesis	Operating load (greater than 0.3)	Independent t value (greater than 1.96)
Employee commitment to brand performance	0.693	15.819
Employee commitment on employee satisfaction	0.694	11.341

**Fitting the General Model with GoF Criterion**

This criterion has been introduced by Tenenhaus et al. (2004) which is used for the overall fit of the model, which means that if we consider its standard values of 0.01, 0.25 and 0.36 as weak, medium and strong values. It turns out that the model has a good fit or not.

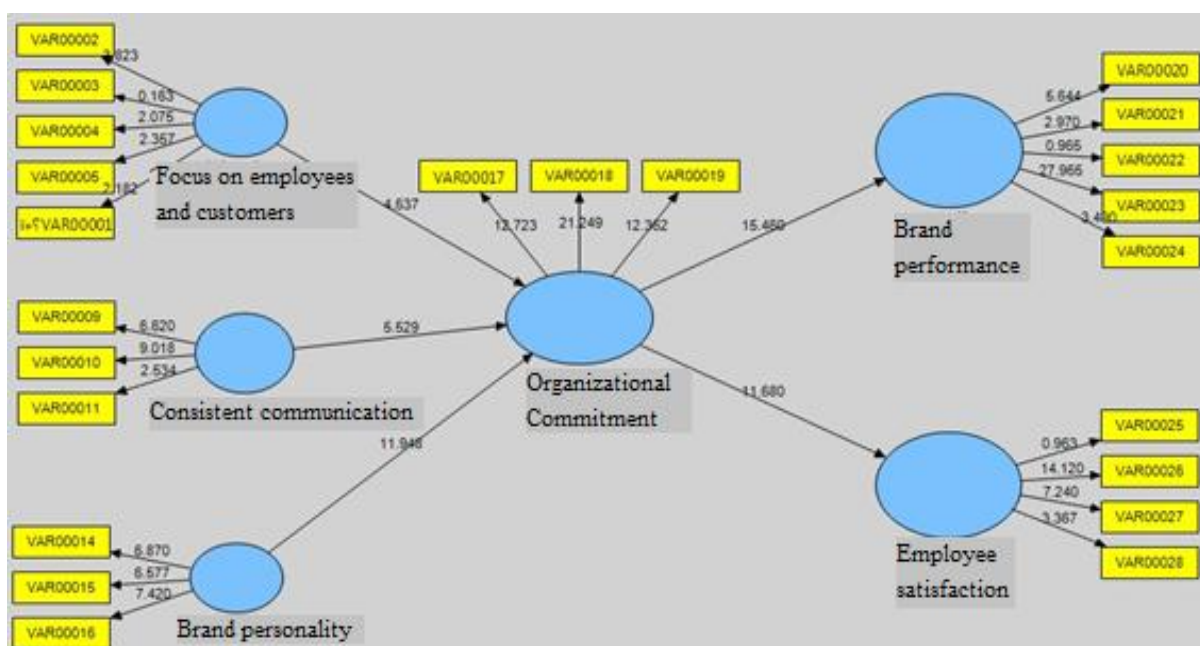


Fig.5: General fit of the research conceptual model (t-value)



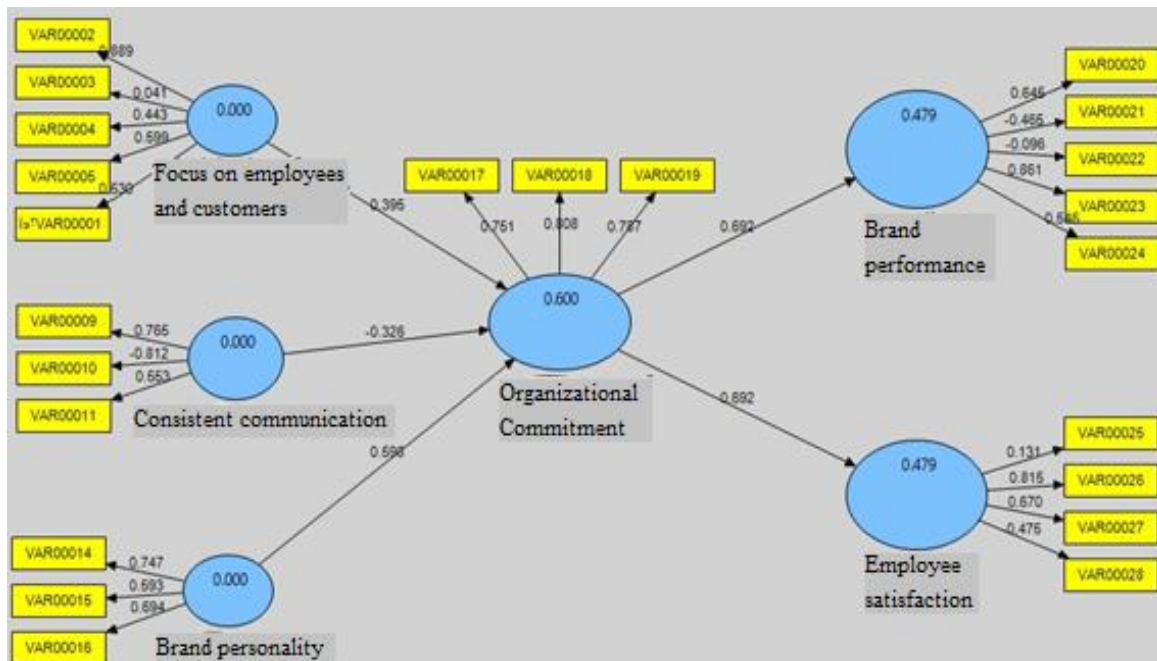


Fig.6: General fit of research conceptual model (factor loads)

According to Figure 5, because the values of all path coefficients are higher than 1.96, all are significant, and according to Figure 6, the factor loads are all values higher than 0.3, which shows the positive and significant effect of each variable on each other. Also, the values obtained for the R<sup>2</sup> index were 0.6 for organizational commitment, 0.479 for brand performance, and 0.479 for job satisfaction, respectively. And based on the obtained R<sup>2</sup> the fitting tests are calculated in the table below.

Table 11: Results of factor loads and independent t-test of the final research model

Hypothesis	Operating load (greater than 0.3)	Independent t value (greater than 1.96)
Customer focus	0.408	3.999
HRP	0.603	10.562
Brand performance	0.694	16.308
Job satisfaction	0.690	12.632

Table 12: Results of fitting tests

Type of test	Test value	Fit status
Impact size criterion or f <sup>2</sup>	0.42·0.35·0.37	Strong
Criterion Q <sup>2</sup> or Stone-Geiser	0.46·0.52·0.42	Strong
Fitting the overall model with the GoF criterion	0.66	Strong

The following table shows the results and status of the research hypotheses as follows.

Table 13: Summary of the results of research hypotheses

Hypothesis	Factor load	Result
The positive effect of focusing on customers and employees on the formation of brand identity	0.413	Accepted
The positive effect of visual brand identity on the formation of brand identity	0.028	Rejected
The positive impact of brand personality on identity formation	0.616	Accepted
The positive effect of having consistent communication on the formation of brand identity	0.351	Accepted
Having a positive impact on human resource planning on the formation of brand identity	0.078	Rejected
Positive effect of Shahr Bank employees' commitment on brand performance	0.693	Accepted
The positive effect of Shahr Bank employees' commitment on job satisfaction	0.694	Accepted

## DISCUSSION

In this study, according to the data analysis, the following results were obtained in relation to each of the research hypotheses:

The first sub-hypothesis of the research: The positive effect of focus on customers and employees on brand identity was confirmed. Therefore, service organizations should know the needs and wants of their customers, because it affects the brand identity of the organization. Recognize and support the needs of employees. It is worth noting that the results of this study were consistent with the findings of [12].

The second sub-hypothesis of the research: the positive effect of visual brand identity on the formation of brand identity was rejected. More research should be done in this regard to confirm the validity of the result.

Third sub-hypothesis: The positive effect of brand personality on the formation of brand identity was confirmed. Therefore, service organizations should pay special attention to the human characteristics associated with the brand that cause the formation of brand association in the minds of customers. It is worth noting that the results of this study were consistent with the findings of [8].

Fourth sub-hypothesis: The positive effect of consistent communication on the formation of brand identity was confirmed. Therefore, in the first stage, it is necessary for organizations to identify the most effective marketing tools for their organization, in the next step, unify the attitude of management and marketing managers marketing and their goals should be considered. It should be noted that the results of this research are the same as the results of [12, 15].

Fifth hypothesis: The positive effect of human resource planning on the formation of brand identity has not been confirmed. This result requires further research.

The first main hypothesis: the positive effect of Shahr Bank organizational brand identity on the organizational commitment of employees, considering that the sub-hypotheses of customer and employee focus, brand personality and consistent communication were confirmed and their relationship with organizational commitment was confirmed. It is worth mentioning that the findings of this study were the same as those of [5, 21].

The second main hypothesis: The positive effect of employee commitment on brand performance was confirmed. Therefore, employee commitment (an attitude that shows the level of interest, attachment and loyalty of employees to the organization and their desire to stay in the organization) can affect their performance in their job and ultimately the performance of the brand of the organization. The research is the same as the results of [18, 19].

The third main hypothesis: The positive effect of employees' commitment on their job satisfaction was confirmed. Therefore, committed employees have a higher level of job satisfaction than employees with low organizational commitment. It is worth mentioning that the results of this study are consistency with the findings of [16, 18, and 17].

## CONCLUSION

The aim of this study was to investigate the role of organizational commitment in the relationship between organizational brand identity, brand performance and job satisfaction of Shahr Bank employees in Tehran province. First, an in-depth study of the subject literature and domestic and foreign research was conducted to provide the basics in formulating the necessary assumptions to measure the relationship between the studied variables. After adjusting the research hypotheses, a questionnaire consisting of 28 questions was prepared to measure the research variables. In compiling the questionnaire questions, items were used that, while covering the theoretical foundations of each of the above factors, correspond to the general atmosphere of the bank under study.

Then, from the statistical population of the research, a sample of 112 people was selected by cluster random sampling method and was the target of the research. In a pilot study to test the reliability of the questionnaire, Cronbach's alpha coefficient calculated in this study for the questionnaire was 0.84 and the reliability of the questionnaire was estimated to be optimal.

After ensuring the reliability and validity of the existing questionnaire as the main tool of data collection, the questionnaire was distributed in a statistical sample and thus the raw data were collected to process, analyze and measure the correctness or inaccuracy of the research hypotheses.

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