

**Relationship between Brand Citizenship Behavior and Employee Brand Commitment:
Conceptual Review with special Reference to Non-Banking Financial Services Sector in Sri
Lanka**

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Abstract: The key component in this concept paper is to review brand citizenship factors relates to employee brand commitment. Special attention is paid to matters about the non-banking financial services sector in Sri Lanka. In today's contest all industries including leasing to survive and to beat in a competitive scenario, organizations have to understand the importance of human factors that are more inclined to reconsider their relationship with the financial organizations. Organizations sustain their competitive advantage through differentiation strategy and cost leadership. Employee's brand behaviour would be the best practice for brand differentiation. Inline within, scholars appreciate the concept of Brand Citizenship Behavior (BCB) as one of the theoretical contents that addressees employee brand commitment. Most organizations are to maintain a balance standpoint in brand citizenship management which highlights both external and internal brand management. Sri Lanka is also a noted context whereas financial services apply such strategies to improve the employee brand-related behaviours such as brand commitment. But organizations in the financial leasing sector still faces intensive issues for employee retention due to revelry competition among the parallel players and the competitors. This paper reviews how theoretical and empirical contributions address employee brand commitment whilst special attention is made to the non-banking financial services sector in Sri Lanka. Alongside, authors used a deductive approach so doing paper associated academic works and industry-related publications to support arguments and discussions. A summarized discussion was made whilst key insights are concluded with future research suggestions.

Keywords: Brand Citizenship Behavior; Non-Banking Financial Services Sector, employee brand commitment, Sri Lanka

Introduction

Brand citizenship behavior (BCB) is a new and popular idea that explains how employee involvement and service excellence can improve a company's brand reputation (Meyer & Maltin, 2010). The brand promise is designed to be consistent with the business strategy and marketing communications, as well as the corporate personality and brand identity (Helm, Renk & Mishra, 2016). Many marketers claim that brand citizenship behavior is established as a result of a collaboration of service strategy, organizational culture, brand personality, and corporate identity (Morhart, Herzog, & Tomezak, 2008). According to many experts, brand citizenship behavior (BCB) is a voluntary act by employees aided by business culture, strategy, and leadership approach (Allen and Meyer, 1997; Meyer et al. 2002; Meyer & Maltin 2010; Kimpakon and Tacquer, 2010; Fernandez - Lores, Gavilan, Avello & Blasco, 2016; Punjasiri, Evanschitzky & Wilson, 2009). It is also claimed that service delivery is often molded by staff engagement and dedication, which is aligned with business strategy (Xiong, 2016).

Furthermore, brand citizenship is defined as a way for employees to reflect their company's brand, brand promise, and corporate identity by providing high-quality services with a pleasant attitude and strong business principles (Sirianni, Bitner, Brown & Mandel, 2013). Customers form impressions and perceptions of a service at the time of delivery; hence the perception of a brand is ultimately determined by how it is presented to the client rather than the quality of service itself (Maxian, Bradly, Wise & Toulouse, 2013). Because the service and the service provider exist as a one entity in the service sector, there is no way to distinguish the service from the service provider, hence the importance of personnel and their presentation is critical in shaping brand behavior (Punjasiri et al, 2009). Personal attitudes, leadership styles, personalities, and human ethics are also important in ensuring that staff commitment to service excellence and positive brand behavior is positive and strong (Rossiter, 2012).

Companies have built a collection of norms, instructions, and behavior frameworks matched with the corporate culture to ease employee behavior. Brand citizenship behavior helps an organization to construct and strategize the way their staff go to present clients, especially in the service sector (Ahn, Kim & Lee, 2016). Senior management boards develop general techniques, brand behavior norms, and corporate routines to enable smooth engagement and employee participation toward the brand promise (Dissanayake & Ismail, 2015). For example, Emirates Airline has effectively selected people for its customer service in many regions that are culturally sensitive and align with the company's global vision to assure service quality and brand promise (Miles & Mongold, 2007). The impact of brand citizenship behavior on many employee characteristics including as motivation, training, and internal branding, which focuses on successful communication and value system development, has been studied in a variety of industries (Burmann & Zeplin 2005).

Employee brand commitment (EBC) is the level of physiological attachment that employees have to a company's brand (Burmann & Zeplin, 2005; Ahn, Kim & Lee, 2016; Helm, Renk & Mishra, 2016; Kwon & Mattila, 2015; Kimpakon & Tacquer, 2010). Employee commitment is typically measured by job performance and the frequency with which people consider leaving the company (Backer, 1960; Allen & Mayer, 1990). Regardless of the service or product given, brand devotion has been highlighted as one of the most critical aspects that leads to corporate success (Lee, Kim & Kim, 2014). Sectors such as hospitality, tourism, medical, and finance have all been cited as having driven employee delivery (O'Neil & Mattila, 2010). Employee brand commitment (EBC) is the level of physiological attachment that employees have to a company's brand (Carrol & Ahuvia, 2006). Employee commitment is typically measured by job performance and the frequency with which people consider leaving the company (Verma & Dhar 2015). Regardless of the service or product given, brand devotion has been highlighted as one of the most critical aspects that leads to corporate success (Huang, 2017). Sectors such as hospitality, tourism, medical, and finance have all been cited as having driven employee delivery (Maxian, Bradly, Wise & Toulouse, 2013).

Sri Lanka's economy is commonly regarded in the South Asian region as being primarily reliant on the services sector. Furthermore, Sri Lanka's service sector has been regarded as a critical contributor to the country's GDP, as well as a source of employment for more than 160,000 direct workers (Central Bank, 2019).

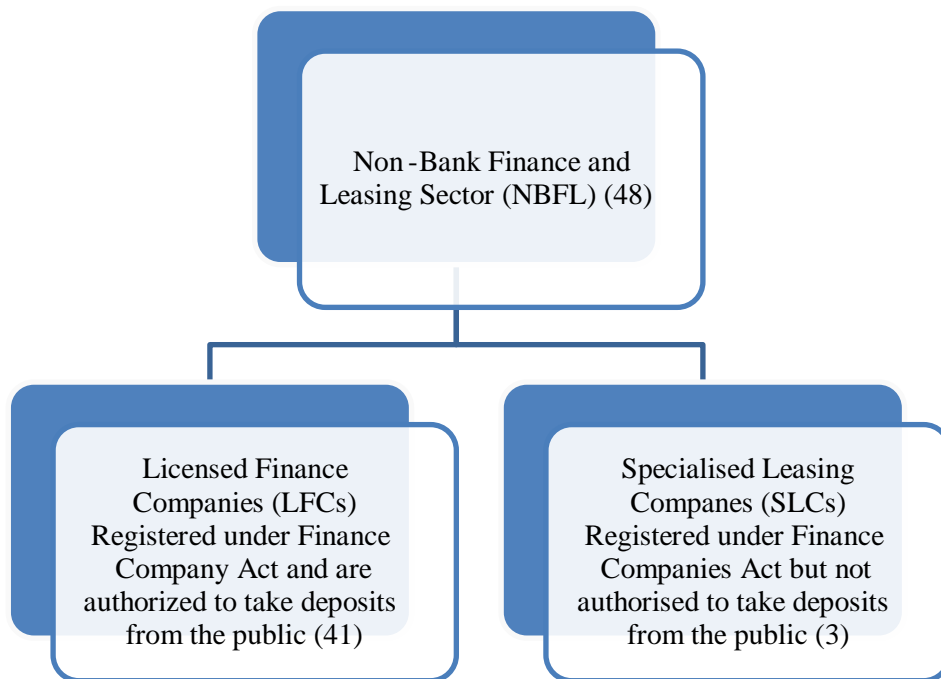


Figure 1: Non-Banking Financial services sector Sri Lanka

Source: Central Bank, 2020

The NBFS sector had 43 licensed financial companies and 5 specialized leasing companies at the end of 2018. Furthermore, NBFS has been given great recognition for the vital role it plays, alongside banks, in the development of the country and its contribution to GDP. Furthermore, NBFSs assist in promoting and improving a country's economic performance, which cannot be achieved only through banks. Furthermore, NBFSs have the ability to access narrow and differentiated market niches of an economy where commercial and banking sectors have limitations (Edirisinghe, 2018). Furthermore, NBFSs play an important role in the differentiated services industry since they provide tailored offers to meet the needs of diverse consumer segments. This suggests that the NBFS sector is a significant contributor to a country's economic development, and that employee performance is a critical aspect for the sector's long-term existence, resulting in successful customer centricity and customer orientation. Furthermore, leasing, money lending, estate and housing finance operations, factoring services, and merchant banking are unrivaled and important services provided by NBFSs. Thus, NBFSs in the Sri Lanka context too is considered to be having significance in this regard.

The motivation of the Study

Furthermore, NBFSs play an important role in the differentiated services industry since they provide tailored offers to meet the needs of diverse consumer segments (Drennan, et al, 2015). This suggests that the NBFS sector is a significant contributor to a country's economic development, and that employee performance is a critical aspect for the sector's long-term existence, resulting in successful customer centricity and customer orientation (Holzer, Batt & Bruhn, 2016). Furthermore, leasing, money lending, estate and housing finance operations, factoring services, and merchant banking are unrivaled and important services provided by NBFSs (Long - Tolbert & Gammoh, 2012; Batra, Ahuvia, & Bagozzi, 2012).

Numerous research studies have been conducted to investigate the direct, indirect, and induced effects of brand citizenship behavior on organizational success, as well as the critical role of internal branding in brand citizenship (Hansman & Ishutkina, 2009). Due to increased client demand, greater pressure from regulating bodies, and increased levels of industry rivalry among competitors, retaining the best-performing workers in the sales sector is vitally important for the entire financial sector to establish and preserve competitive advantage (Maitra & Disaanayake 2015). Internal marketing activities involving appraisals and awards have been cited as critical factors in improving brand citizenship among local financial services firms (Nirmali et al, 2018).

Due to increased client demand, greater pressure from regulatory bodies, and increased levels of industry rivalry among competitors, retaining best-performing workers in the sales sector is vitally important for the entire financial sector to establish and preserve competitive advantage (Maitra & Disaanayake 2015). Internal marketing activities involving appraisals and awards have been cited as critical contributors in improving brand citizenship in the local financial services sector (Nirmali et al, 2018).

Furthermore, due to the importance of the services sector's contribution to Sri Lanka's national GDP, economic growth, and development, corporate organizations operating in the services sector have sought research and analyses of the current situation (Dissanayake & Ismail, 2015). Furthermore, the frontline issues of employee engagement and retention have been extended by leasing legislation and practices of the Sri Lankan leasing business and specialist banks (Nirmali et al, 2018). In line with this, it has become clear that the sales force's strength is the most important aspect in determining employee retention and performance (Wimalana, 2017). Furthermore, due to the importance of the services sector's contribution to Sri Lanka's national GDP, economic growth, and development, corporate organizations operating in the services sector have sought research and analyses of the current situation (Maitra & Dissanayake, 2015). Additionally, the frontline issues of employee engagement and retention have been extended by leasing legislation and practices of the Sri Lankan leasing business and specialist banks (Burmam & Zeplin, 2005). In line with this, it has become clear that the sales force's strength is the most important aspect in determining employee retention and performance.

There is a significant gap in the literature for a study that focused on the impact of brand citizenship behavior on employee brand commitment and the importance of brand love in strengthening the above relationship. Many studies have discussed the impact of employee brand commitment on business success and employee performance improvement, so there is a significant gap in the literature for a study that focused on the impact of brand citizenship behavior on employee brand commitment and the significance of brand love in strengthening the above

relationship. Given the importance of NBFS in Sri Lanka, the relationship between BCB and employee brand commitment must be studied and explored in order to provide greater insights and provide superior performance.

Methodology

This research report was written with the study design in mind as a concept paper, using a deductive research approach (Trochim, 2006). According to Trochim (2006), it is clear that two different approaches for reasoning and applying the inductive or deductive research methodology for a research study are used. In addition, the deductive approach is used by evaluating empirical reasons derived from previous research on how employee brand commitment is influenced by brand citizenship behavior, with a particular focus on Sri Lanka's non-banking financial services sector (Trochim, 2006). Furthermore, inductive approaches are used to get knowledge from experiences, experiments, and observations, and deductive procedures are used to gather information from laws, principles, models, rules, and theoretical viewpoints. Models, hypotheses, and laws are linked in deductive studies to develop arguments for a study direction (Creswell and Clark, 2007). As a result, this work uses a literature review as the primary research instrument to assess and explain empirical and theoretical content. To develop the review and discussion, journal papers, secondary statistics of the Sri Lankan financial industry, and book chapters have been linked inline within. Finally, the paper presents literature-based explanations followed by a discussion whilst future research propositions are also concluded.

Literature Review

Brand Citizenship Behavior

By linking employee skills with organizational branding, BCB is a relatively new idea that describes how employees may improve their performance and businesses can improve their brand promise execution (Burmann & Zeplin, 2005). It's also known as employee behavior that promotes brand promises and business identities on a voluntary basis (Verma & Dhar, 2015). One of the most important aspects of customer happiness and service delivery excellence is BCB (Argenti & Druckenmiller, 2004). This notion was developed based on internal employee performance as well as how external stakeholder groups react to such behaviors as a result of internal work performance (Porricelli et al., 2014), many scholars introduce brand citizenship behaviour - resulted in creating both individual and business performances and success (Erkmen & Hancer 2015).

By linking employee skills with organizational branding, BCB is a relatively new idea that describes how employees may improve their performance and businesses can improve their brand promise execution (Punjaisri & Wilson, 2007). It's also known as employee behavior that promotes brand promises (Kotler, 2017) and business identities on a voluntary basis (Organ, 1998). One of the most important aspects of customer happiness and service delivery excellence is BCB. This notion was developed based on internal employee performance as well as how external stakeholder groups react to such behaviors as a result of internal work performance (King & Grace, 2008). By linking employee skills with organizational branding, BCB is a relatively new idea that describes how employees may improve their performance and businesses can improve their brand promise execution (Burmann & Zeplin, 2005). It's also known as employee behavior that promotes brand promises and business identities on a voluntary basis (Ind, 2001). One of the most important aspects of customer happiness and service delivery excellence is BCB. This notion was developed based on internal employee performance as well as how external stakeholder groups react to such behaviors as a result of internal work performance (Balmer, 2001).

The extra mile that an employee goes above and beyond the formal and proclaimed work functions and responsibilities is referred to as brand citizenship behavior. Organizational citizenship conduct (OCB) is a term used to describe brand citizenship behavior (Burmann & Zeplin, 2005). Organizational citizenship behavior (OCB) is described as behavior that extends beyond the scope of a job's responsibilities. Brand citizenship behavior, also known as pro-social behavior, is proposed to be a voluntary deed that occurs outside of role expectations and is not directly or overtly recognized by the formal incentive structure, resulting in word of mouth (Punjaisri & Wilson, 2007). OCB is described as behavior that goes beyond the scope of a job's responsibilities. Brand citizenship behavior, also known as pro-social behavior, is said to be a voluntary deed that occurs outside of role expectations and is not directly or overtly recognized by the formal incentive structure, resulting in word of mouth (Punjaisri & Wilson, 2007).

According to Burmann et al. (2008), BCB is made up of seven constructs that are thought to describe employees' brand-related behavior in order to improve the company's brand success and then sustain its competitive advantages. The constructs are as follows:

- *Helping Behavior* -Positive attitudes, friendliness, helpfulness, and empathy toward internal and external consumers are connected with helping behavior, as is assuming responsibility for activities outside of their town area if necessary, such as following up on complaints.
- *Sportsmanship* -Sportsmanship is related with a readiness to engage for the brand even if it comes at a cost; eagerness to participate for the brand even if it comes at a cost.
- *Brand Endorsement* -Brand endorsement refers to an employee's promotion of the brand to others in non-work contexts, such as friends; or passing on the brand identity to newcomers to the company.
- *Brand Enthusiasm*-An employee's ability to show extra initiative while engaging in brand-related behavior is referred to as brand excitement.
- *Brand Consideration* -Before communicating or responding in any situation, brand consideration refers to an employee's compliance to brand-related behavior norms and reflection on brand impact.
- *Self-development*-The willingness of an employee to continually improve brand-related abilities is referred to as self-development.
- *Brand-advancement*-Employees' contributions to the adaptation of the brand identity concept to changing market needs or new organizational competences, such as reflecting on user feedback or producing innovative ideas, are referred to as brand advancement.

BCB connects to many contents of how personnel conform to the brand promise in practice. In a nutshell, according to King & Grace (2008), brand awareness influences employees' brand roles, which refers to how willing they are to engage in brand-supportive behavior. However, Kimpakorn and Tocquer (2009) found no evidence that brand understanding is related to brand commitment and other behavioural components that are essential for brand support. Furthermore, according to Burmann et al. (2008), brand knowledge functions as a mediating variable rather than a main driver of employee BCB. Employees in the service business, in particular, implicitly project the brand identity to customers (Kimpakorn&Tocquer, 2010).Employee self-concept factors were discovered to have a direct impact on BCB (Helm, Renk, and Mishra, 2016). As a result, it suggests that the notion of BCB generates interesting debates about its impact, while various industries assign varying degrees of proof to its efficacy.

"Workers' conscious premise to extend diverse generic behavior habits that improve brand identification" is how BCB is described(Burmann&Zeplin, 2005). BCB is a measure of a representative's willingness to go above and beyond their basic competencies, such as forecasting brand citizenship behavior, according to the study. According to Burmann and Zeplin, BCB is not the same as OCB (2005). BCB is a subset of OCB with a broader scope than OCB. Because BCB considers acts that are more distantly oriented, such as increasing the nature of the brand-customer relationship(satisfaction, loyalty and retention), this is the case. OCB, on the other hand, is a more execution-oriented task that is cantered intra-association(Burmann&Zeplin, 2005).BCB is thought to be made up of seven components: (1) helping behaviour, (2) brand consideration, (3) brand enthusiasm, (4) sportsmanship, (5) brand endorsement, (6) self-improvement, and (7) brand advancement (Punjaisri& Wilson, 2007).

Employees that are committed to the brand are more likely to have a favorable attitude and behaviour toward the company, which increases external customer satisfaction, according to studies (Burmann&Zeplin, 2005). Employees with a strong sense of brand citizenship will go above and beyond to achieve both personal and organizational goals (Punjaisri et al., 2008). These employees, for example, exhibit high levels of behavior and adherence to the brand's principles, as well as enthusiastic help, conscious brand dedication, self-development in the brand's traits, and the ability to spread positive words about the brand (Thomson et al, 1999).Employees who behave in this manner are highly aware, fulfilled, devoted, and loyal to the brand. As a result, employees who require such components are not only disgruntled and out of touch with the brand (Van Dick, 2001), but they also run the danger of jeopardizing the brand's overall performance, particularly in terms of delivering on the brand promise to external customers (Punjaisri& Wilson, 2007). Burmann et al. (2008) used three main metrics to define BCB in their initial study: helpful behavior, brand development, and brand passion. Nonetheless, they saw their study as a first step toward creating a model for the BCB concept (Dutton et al, 1994).

Brand citizenship behavior (BCB) is a relatively new concept that outlines how employees can improve their delivery and performance brand by aligning their competencies and behavior with the company's brand (Punjaisri & Wilson, 2007). In essence, brand citizenship behavior refers to experts' careful approach to spreading the advancement of produced nonexclusive behaviors that enhance brand identification. A brand's advertising must be more than appealing in order for it to become durable (Chernatony, 1999). Similarly, a brand must be trustworthy and credible in order to be trusted, hence powerful brands are built through identity-based brand management. In contrast to the image-management strategy's typical outside-in focus, the identity-based approach finds an inside-out perspective to be more relevant. While brand image is on the receiver's side, it explains how the brand is viewed by external target groups, and brand identity is on the sender's side, it is argued that brand management, identity precedes image (Kapferer, 2004). From an internal perspective, it can be described as those long-term cross-spatiotemporal traits that define a brand's essence and character (Meffert & Burmann, 2004).

While Kapferer (2007) proposed following dimensions structure, personality, culture, self-image, reflection and connection in his brand identity prism, Aaker (1996) suggested four aspects of a brand as product, organization, person and symbol. Besides, Chernatony (1999) argued six components including brand vision, culture, positioning, personality, relationship and presentation to define brand identity and Burmann et al. (2003) proposed six dimensions such as organizational capabilities, brand heritage, brand personality, brand values, business vision and employee performance. Regardless of the diverse categorizations and labels, what they all shared is the insertion of organizational values, capabilities and behaviour as an important part of the brand identity (Morhart, Herzog & Tomczak, 2008). Moreover, the latest studies by Burman et al (2009) recommended further investigation within a quantitative data set. Therefore, a large-scale quantitative validation of the dimensions was done by Shaari et al, (2012) where they identified four dimensions of BCB: helping behaviour, sportsmanship, self-brand development and brand endorsement. In this process, a brand commitment was interpreted as the latent variable behind the seven typical behaviours that are summarized for brand citizenship behaviour by Burmann & Zeplin (2005).

The concept is still being investigated. It is still advised that firm employees who lack sufficient brand-related knowledge are unable to comprehend what is required to deliver on the brand promise and live up to the brand. Similarly, it is critical to comprehend how workers' brand education influences their behavior, particularly when BCB is taken into account. The association between workers' brand citizenship behavior and their brand education has a diverse outcome composition, according to literature evaluations. According to the findings of King & Grace (2008), employees' brand roles and willingness to engage in brand supportive behavior are influenced by their brand knowledge. However, Kimpakorn and Tocquer (2009) were unable to find much support for their theory of brand knowledge and how it influences employees' brand commitment and other brand-supporting behaviors. Furthermore, according to Burmann et al. (2008)'s assumptions, brand knowledge functions as a mediating variable rather than a key determinant of employees' BCB. Employees in the service business, in particular, implicitly project the brand identity to customers.

Employee Brand Commitment

Employee brand commitment is defined as an employee's mental attachment to the company's brand, which influences their propensity to go above and beyond to meet the company's objectives (Verma & Dhar, 2015). That is, to use brand citizenship behavior and, as a result, to create a new type of brand quality (Yusneer, Sulaiman, & Lubis, 2015). In this way, brand obligation affects the ability to expend additional energy in order to achieve the brand's goals through brand citizenship behavior (Sirianni et al., 2013). The literature review has gone into great detail about employee brand commitment to the association (Burmann, Zeplin, & Riley, 2009). In the writing, commitment is defined as worker effort as measured by task execution and the frequency with which representatives consider leaving the organization (Anderson & Born, 2008). Representative brand responsibility, according to Kimpakorn & Tocquer (2010), is a dynamic association with the organization that motivates employees to share their image information with others. Such employees are psychologically and emotionally committed to the brand's success.

The degree of mental connection that employees have with the brand is referred to as EBC (Rossiter, 2012). Earlier writing presents a few conceptualizations in terms of its metrics (Xiong & King, 2015). Allen and Meyer's (1990) presentation of emotional, length, and standardization duty is perhaps the most compelling responsibility conceptualization. The continuation and regularizing duties reflect the costs of leaving the organization or an apparent commitment to remain, individually; full of feeling responsibility alludes to workers' passionate connection

to the organization; full of feeling responsibility alludes to workers' passionate connection to the organization; full of feeling responsibility alludes to workers' passionate connection to the organization; full of feeling responsibility alludes to workers (Allen & Meyer, 1990). Although full of feeling obligation, motivated by an internal condition, duration and standardizing responsibility involves a solid necessity center, it is progressively volitional (Verma & Dhar, 2015). These distinctions are crucial because organizations expect more from employees than they did prior to enrolment (Meyer and Allen, 1997).

Furthermore, Burmann&Zeplin (2005) identified three non-exclusive drivers of brand obligation: consistency, identifiable proof, and disguise. Consistency with the brand personality refers to behavior that is consistent with the desired brand personality in order to gain reward or maintain a strategic distance from the authoritative structure-driven discipline (Xiong, 2016). Administration and individual mentorship can help with identification. The sense of having a place with the gathering picking the brand understanding is referred to as recognizable proof with the brand(Wang, Ryan & Yang, 2018). Finally, brand camouflage, which represents the embedding of core brand values into one's self-idea as a guideline (Verma & Dhar, 2015). To strengthen the compatibility of individual qualities with brand esteem, disguise is established through hierarchical socialization (Sirianni et al, 2013). Burmann&Zeplin (2005) claim that concealment has the strongest impact on brand responsibility, whereas consistency has the lowest. It is considered that if a data collector is deeply committed to a brand, they will sustain a relationship with it in the long run (Meyer et al, 2002). When a person's image is important to them, they will usually fight back against negative messages and refuse to accept the substance (Wang, Ryan, & Yang, 2018). Worker brand responsibility is a precursor to brand citizenship conduct, there is a link between representative brand duty and brand citizenship conduct (Burmann, Zeplin, & Riley, 2009), brand duty is a forerunner to brand citizenship conduct, and manager marking affects brand duty, according to the findings of the literature review (Chang & Wu, 2013). The formation of a blend of full of feeling responsibility, duration responsibility, and regulating responsibility, among these notions, may have the most impact on hypothesis development (King & Grace, 2010). Yusneer, Sulaiman, &Lubis (2015) define full of feeling responsibility as a worker's enthusiastic arrangement and connection to hierarchical conduct, culture, and authoritative character, whereas duration responsibility refers to the cost of leaving and turnover, as well as the apparent risk and commitment to stay in the organization (Yusneer, Sulaiman, &Lubis, 2015). (Yusneer, Sulaiman, &Lubis, 2015). Burmann, Zeplin, and Riley (Burmann, Zeplin, & Riley, 2009).

Furthermore, when it comes to commitments to excellent brand practices, standardizing duty and sustaining responsibility slip well behind full of feeling responsibility(Meyer et al, 2002). Furthermore, these two perspectives on duty are diametrically opposed to BCB. As a result, it is evident that emotional responsibility is the optimum perspective for constructing and conveying brand responsibility(Chang & Wu, 2013). This is due to the way that full of feeling responsibility is derived from representatives' mental points of view(King and Grace, 2010), and it has an internal direction that can be influenced and controlled to a greater extent when compared to a continuation and regulating duty that is distantly arranged yet somewhat wild, similar to emotional responsibility(Wang, Ryan & Yang, 2018).Furthermore, it has been demonstrated that mentalities that contain inner directions lead to consistent and predictable personal conduct standards(Xiong and King, 2015). Along these lines, the most notable portion of workers that leads to brand obligation is full of feeling responsibility. In addition, according to heaps of Allen and Meyer(1990), brand responsibility applied by representatives is a one-dimensional construct, which explains the emotional arrangement and connection to the brand viable(Xiong& King, 2015). While the administrative section is a prominent area for this, the relationship between BCB and representative brand responsibility should also be investigated(Porricelli, 2014).However, several studies have suggested that brand love is another tool that influences brand responsibility behavior among representatives. Customer brand love and employee brand love are two different perspectives on brand love (Wang, Ryan & Yang, 2018). Representative brand love has been identified as a significant component in authoritative behavior, including hierarchical responsibilities (Sirianni et al, 2013).

Employee brand commitment is generated by four components, according to Kimpakorn&Tocquer (2009), and it is considered that employee brand commitment behavior can favorably effect brand success and connectedness between customers and employees. These constructs can be presented as follows;

- Employees brand Knowledge
- Customer brand is perceived by the employee
- The employer brand perceived by Competitors
- The employer brand as experienced by employees

Summary of Discussion

When examining at the last decade, the number of research studies on the topic of brand citizenship behavior has increased dramatically. However, there are fewer research studies on the impact of employee brand loyalty in this area. In various industries, the notion of BCB has been identified as a significant factor in ensuring employee improvement commitment (Helm, et.al.2016). There are studies looking into the function of BCB in Sri Lankan services, especially the NBF sector, and more research is recommended (Nirmali, et.al.2018). We emphasize the NBF sector's extensive human resource efforts in Sri Lanka to improve employees' knowledge and behavior. The main goal is to motivate BCB employees to become more committed to the brand and to provide better customer service. Employees that possess the necessary knowledge, skill set, and brand loyalty demonstrate a higher level of self-development and commitment, as well as a stronger brand connection (Wallaster & De Chernatony, 2005). Some HR professionals believe that employees with higher levels of self-development play a larger role in the brand development process and provide the best service (Wallace, De Chernatony & Buil, 2013). Employees' self-development motivations drive them to achieve greater and better results, they have a high level of brand loyalty, and they play an important role in promoting the business identity and brand promise (Punjaisri & Wilson, 2007). Employees who are self-developed and motivated have the most influence in the workplace; they are more likely to increase their brand behavior, brand citizenship, and employee brand commitment (Miles et al, 2011).

As a result, according to Gonring (2008), there is a strong correlation between employee engagement and consumer loyalty. Employee loyalty results in employees being brand champions in delivering a unified customer experience, and there is a quantitative impact on customer experience, brand equity, and shareholder value when loyalty is absent (Heaton & Guzzo, 2000).

According to Burmann and Zeplin (2005), seven essential qualities influence employee behavior, which is referred to as "brand citizenship behavior" (BCB). Employees' helpful behavior, self-development and self-attainment, enthusiasm for the brand, and consideration of the brand, radiated sportsmanship, progress of the brand, and endorsement of the brand are the seven important traits. Furthermore, Burman et al. (2009) urged further exploration within a quantitative data set in their most recent studies. As a result, Shaari et al. (2012) conducted a large-scale quantitative validation of the dimensions, identifying four characteristics of BCB: helping behavior, sportsmanship, self-brand development, and brand endorsement. As a result, the researchers urge that BCB activity be measured in such a way that the benefits can be tested.

Conclusion

A concept review of brand citizenship behavior and employee brand commitment is presented in this study. The focus of this research has been on previous literature-based techniques. Following that, the researcher attempted to discuss the impact of brand citizenship behavior on employee brand commitment by recommending future research. As a result, this research identifies empirical gaps in the study of the impact of brand citizenship behavior on financial services (Dissanayake & Ismail, 2015; Nirmali, et.al.2018), with a focus on employee brand commitment in Sri Lanka's non-banking financial organizations. In particular, NBFS in Sri Lanka is seen to be significant in this regard. Various international and regionally established brands, such as Assetline, LOLC, LB Finance, Orient Finance, and others, can be seen (Central Bank Report, 2019). All of these businesses compete in the same market, and the NBFS is no exception (Nuwaz, 2015). This research focuses on employee brand commitment as a crucial investigation subject. The service sector in Sri Lanka, which includes non-banking financial services, has been identified as a study context that necessitates further in-depth investigations into internal branding strategies that result in service performance (Kahandawaarachchi, et.al.2016). Furthermore, the concept of brand citizenship behavior is a broad topic, and people's perspectives and opinions about a brand may fluctuate from person to person or from time to time. Employee commitment to performance is connected to personality attributes of employees in banking sector organizations, according to Abdullah, Omar, and Rashid (2013), and more research is needed. Sri Lankan sales teams are the most difficult to retain, and this can be ascribed to a variety of demographic and psychographic variables among employees, as well as organizational standards (Wimalana, 2017). As a result, the authors propose that brand citizenship behavior be investigated further, with a focus on employee brand commitment. Finally, the research emphasizes the empirical criteria for examining how BCB and associated internal marketing tools result in employee brand loyalty in Sri Lanka as a distinct setting.

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