



## The Role of Brand Commitment and Open Innovation in the Retail Sector

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### Abstract

*The establishment and maintenance of effective businesses are predicated on solid employee-client interactions. Because of the typical intricacy of the service component in retail environments, it may be particularly challenging for retailers to build such partnerships. Companies should make sure their employees act in a way that aligns with the corporate brand promise so they can have more invested brand advocates. Having a presence in international markets makes this problem even more challenging for organizations. This study aims to determine how committed front-line employees (FLEs) are to the company brand and how often they engage in branding while on the job. The study also delves into how FLEs' perceptions of the corporate brand identity and their roles within the business affect commitment. The research participants were workers at Bata Pakistan retailer with a sizable foothold in the Pakistani market. According to the results, brand commitment significantly and positively affects FLE brand-oriented conduct in the examined retail context. To be more precise, brand commitment influences in a positive way the congruence between brand identity and role clarity, FLE brand behavior, and job satisfaction. This research sheds light on how employee brand behavior is created in a retail setting in an emerging country, which is essential information for academics and professionals.*

**Keywords:** Branding, Front-line employees, Retail, Brand-commitment, Role clarity, Job satisfaction



## **Introduction**

When consumers and other interested parties internalize a particular value proposition via social interactions, we say we have a brand. Most customer-brand interactions start with a question and end with brand offering a solution (De Silva and Wright, 2019). In this process, front-line employee (FLE) plays a crucial role by assisting clients in the last stages of their brand contact. Customer perceptions of the brand can be improved by direct and indirect dyadic interactions with staff at every touch point (Albats et al., 2023). Strategically, employees can be used to strengthen the corporate brand and gain an advantage over competitors by acting as operational resources and active co-creators of brand value. It is imperative that FLEs fully understand the brand and how it affects their responsibilities for service organizations to execute the promise of the brand (Chaurasia et al., 2020).

The retail industry's unique and complex approach to corporate branding stems from two factors that set it apart from other fields: the high volume of staff-consumer interactions and fact that a significant number of products sold are components of a broader portfolio of brands, which forces retailers to operate as hybrid organizations (Chaudhary et al., 2022). In this setting, a branding strategy's success hinges on the brand's ability to cultivate good relationships for the service organization. Building rapport with staff and customers opens several doors for communicating the brand's values and identity. It is particularly true regarding FLEs, which act as go-betweens for customers and shops. Businesses have recognized the growing importance of FLEs' brand-oriented behavior in customer interactions as it impacts customer experiences, firm-customer relationships, and brand loyalty (Pohlisch, 2020). Improve the efficiency of your distribution to customers and get a competitive advantage by offering a better shopping experience by coordinating the actions of your FLEs with the brand promise (Hasni et al., 2018). It is possible to examine the customer-FLE interaction from two angles: the inside and the outside (Hosseini et al., 2017).

Employees in the retail sector who are brand loyal should act in a way that reflects well on the company's name; as a result, the brand should serve as the primary consideration when developing business strategies. This alignment's intensity should be dictated by the degree to which the organization's brand orientation influences branding behaviors (Robaczewska et al., 2019). Aligning FLEs' brand-oriented behavior with the retailer's corporate brand has recently attracted much attention as an organizational goal (Alassaf et al., 2020). However, stores could



strategically use their resources if they want to help bring this idea forward. The level of commitment FLEs show to the company's brand influences their propensity to participate in branding activities. In addition, the FLEs' sense of their role within the business and the company brand identity is critical to this commitment. Issues unique to the retail industry, such as role conflict and ambiguity, can hinder FLEs' ability to deliver appropriate services and consistent brand messages (Meidute-Kavaliauskiene et al., 2021). Ensure FLEs know precisely what they're responsible for to boost employee brand loyalty, which increases IRB and job happiness. This research aims to make four contributions to marketing by investigating the influence of an organization's workers' portrayal of a retailer's corporate brand. The first part of the report understands the impact of role clarity and brand identity on FLE brand commitment.

### **Literature Review**

#### **Development of a Theoretical Model and Hypotheses**

##### **Brand Commitment**

Consumers played a disproportionate role in shaping the brand commitment literature. According to the proposal, consumers who are committed to a brand may seek out information about that brand to prove to themselves that they are right about it (Henttonen and Lehtimäki, 2017).

Naqshbandi and Jasimuddin, (2022) more specifically, brand commitment includes employees' emotional investment in their company and is thus synonymous with organizational commitment (Liu et al., 2023). This term, "the degree to which an individual identifies with and participates in an organization", describes the idea of organizational commitment. The connection between organizational citizenship behaviors (OCBs) and employee commitment has been the subject of several models (Di Pietro et al., 2018).

In contrast, according to Wiener's model, commitment is "complete set of internalized beliefs held by employees" and, when acted upon, (a) shows how dedicated the employees are to the company, (b) is unaffected by incentives and punishments, and (c) shows how much they care about the company (Leitão et al., 2019). According to Arsawan et al., (2022), organizational commitment has three similar structures: identification, obedience, and internalization—these comprise brand commitment (Rodrigues et al., 2021).

For employees to internalize the brand and gain knowledge about it, they must understand brand-related information. According to Hilbolling et al., (2020) there are three components to brand understanding, all of which stem from the work characteristics hypothesis. An employee's



perception of the brand's importance in the organization's goal-attainment efforts, the employee's knowledge of the brand's promise and fulfillment, and the employee's role relevance in ensuring brand success are all factors in this perception. Therefore, to deliver on the promise made to the customer, it is crucial to embrace the brand and everything it stands for (Solarte-Montufar et al., 2021). It can only happen if the organization's brand principles, policies, and practices align with its goals. Inconsistent service delivery may occur if there needs to be more clarity in the brand behavior process.

To identify possible determinants of employee conduct, Vanhaverbeke et al., (2018) examined the aspects of organizational commitment. According to the study, organizational commitment is a factor in the psychological connection to organizations. Brand commitment does more than make workers feel good about them; it also encourages them to live up to the promises made by the brand. In addition, one way to measure employee brand awareness is by looking at their level of brand commitment. Staff members who are well-versed in the company's brand and have a thorough understanding of what is expected of them in their roles are more likely to be dedicated to the company (Leitão et al., 2020). As a result, spreading information about the brand may improve employee performance by clarifying their roles and helping them identify with the organization's values.

### **Antecedents of Brand Commitment**

#### *Brand Identity*

A brand's identity is a complex idea that helps communicate the brand's values and characteristics to customers in both written and visual forms. The fact that brand identity develops from the many points of contact between brands and consumers calls for an all-encompassing analysis if we want to grasp it entirely. According to Troise et al., (2021) a brand's identity is the sum of its essential and complementary parts (Ahlfänger et al., 2022).

The success of FLEs in a service setting depends on their ability to portray company branding faithfully. FLEs interact with internal and external stakeholders to promote the company's brand (Robbins, 2018). The brand identity is essential, which helps FLEs understand the company better (Appleyard and Chesbrough, 2017). Using logos and symbols as part of a visual identity can also help with this, giving the organization more control over how customers engage. In addition to informing workers, a company's visual identity system can indirectly notify the outside world about the company through those workers, as stated in reference (Milan et al.,



2020). Corporate branding literature acknowledges FLEs' potential to influence consumers' views of brands through the creation and provision of services. Corporate branding may help develop organizational unity around a core brand identity (Erman, 2017), serve as a tool to achieve differentiation and cultivate a positive company reputation. Due to the unequal distribution of information about the brand across marketers, customers, and channel members, achieving brand alignment is challenging (Barchi and Greco, 2018).

Because workers need to feel connected to the brand's values to deliver on the promise, it's believed that:

**Hypothesis 1:** *Brand identity positively impacts FLE brand commitment.*

#### *Role Clarity*

Role clarity is defined as "degree to which an employee possesses brand knowledge that clarifies their role". A measure of role clarity is how well an employee knows what is expected of them and how the brand operates. Employees are more likely to uphold the company's brand when they know exactly what they're responsible for. Ineffectiveness and poor performance might result from the need to comprehend one's duties fully. A supervisor's endorsement of role clarity may affect an employee's long-term success in the work. The main objective of clearly defining roles is to motivate employees to act goal-oriented, aligning with the organization's brand objectives (Solaimani and van der Veen, 2022). Employees can better understand their roles in the company when there is open communication about service offers, customer wants and needs, product characteristics, service benefits, and corporate goals. This information is crucial for aligning employee attitudes and behaviors with the organization's plans, as it can influence individual conduct (Balinado et al., 2021). Employees also need psychological security regarding the fear of negative consequences on their reputation, social status, or career path. Organizational processes and norms impact employees' psychological well-being and job satisfaction (Sajjad and Zaman, 2020). A supportive and trustworthy management team can help achieve this (Chowdhury et al., 2022). Research on role clarity shows a link between happy workers and those who understand their jobs well (Bharti and Agrawal, 2018).

Consequently, it may improve role clarity and reduce role conflict among employees. It leads one to hypothesize that:

**Hypothesis 2:** *Role clarity positively impacts FLE brand commitment*



## **Consequences of Brand Commitment**

### *In-Role Brand Building Behavior (IRBBB)*

Employee performance affects the brand image, client happiness and retention, and customer retention. So far, studies on employee branding have mainly examined its effects on management and employee behavior. Research on the impact of staff branding on consumer behavior has focused on the link between employee branding and positive brand perceptions. Its purpose is to determine how people perceive FLE's brand and how well it has built its reputation. On the other hand, employee branding management is more deliberate and focuses on the groundwork needed to incorporate an existing brand identity into employee behavior (Gaudet and Tremblay, 2017). This research revolves around this theme (Kim and Min, (2019). To examine how employee branding behavior has changed in the telecoms sector, a model was proposed (Randhawa et al., 2019). Delineating in-role and extra-role service behaviors that personnel may exhibit is the basis of the model. What we mean by "IRBBB" is "front-line employees' adherence to standards that their organizational roles as brand representatives prescribe"—be they unwritten or formalized in behavioral manuals, codices, or display restrictions. Contrarily, an official job description should not include details about discretionary behaviors that go outside the scope of one's role (Carayannis et al., 2017).

To improve customer interactions and gain a competitive advantage, IRBBB can be created, maintained, and managed internally by the organization. It is recommended that staff people cultivate this trait. The management of IRBBB, on the other hand, has its own set of challenges. Internally specified processes set up by primarily performance-driven businesses provide a significant challenge due to the concept's fundamental features. Employees' job happiness may be affected by this framework's evaluation of their performance about clearly defined role expectations and a system of incentives and penalties.

Consequently, some writers have stressed the importance of HR managers and marketers working together to strengthen branding efforts. Businesses can enhance staff adherence to the suggested standards and values and complete brand embodiment by coordinating internal organizational efforts. Being an embodied brand member is essential because it helps FLEs navigate the organizational framework by providing specialized knowledge (Padma and Wagenseil, 2018). Additionally, this activity shows that the FLE has a strong emotional connection to the firm, supported by their informed decision-making. It might affect their brand



loyalty and how they represent the organization (Etim and Daramola, 2020). Given the importance of Brand commitment in influencing FLEs' willingness to represent the brand, we suggest that:

**Hypothesis 3:** *Brand commitment has a positive impact on IRBBB.*

#### *Job Satisfaction*

For organizations to master employee branding, they need to provide the groundwork for a thorough comprehension of the employer-employee relationship by creating a psychological contract. Welcoming a new employee into an organization creates an implicit agreement between the parties (Dahlander et al., 2021). The information that employees obtain about organization from moment they are hired until their employment ends is crucial to the success of this agreement, which is based on mutually agreed-upon expectations. If a contractual violation occurs, employees could be less loyal, spread nasty rumors, work less, and maybe even lose their jobs (Poushneh and Vaquez-Parraga, 2019). The psychological contract is crucial to build and sustain a positive reputation for the company's brand among employees (Foss and Saebi, 2017). The term "job satisfaction" refers to an employee's overall impression of their employer based on their own experiences over a specific time frame. Prioritizing employee job happiness has clear benefits for organizations, such as lower turnover and more employee loyalty and commitment. Still, it can also affect consumer satisfaction as well. Customer engagement and interactions with FLEs are significantly influenced by work satisfaction, according to research (Roberts-Lombard and Reynolds-de Bruin, 2017). It motivates businesses to invest heavily in programs that boost FLE happiness on the job. A large body of research (Dal Mas et al., 2022) confirms existence of a positive correlation between two ideas (Soleimani et al., 2023).

We offer the following in light of the marketing literature's confirmed favorable association between brand citizenship behaviors and work satisfaction:

**Hypothesis 4:** *Brand commitment has a positive impact on FLE job satisfaction.*

#### **Conceptual Framework**

It is well-known that employee brand engagement plays a significant role in determining an organization's brand equity. While internal branding has the potential to boost employee performance, few studies have examined its effect on employees' thoughts, feelings, and actions. Some authors have said that frontline personnel are the service brand because of their power to turn company identities into reputations. It highlights the importance of frontline employees in

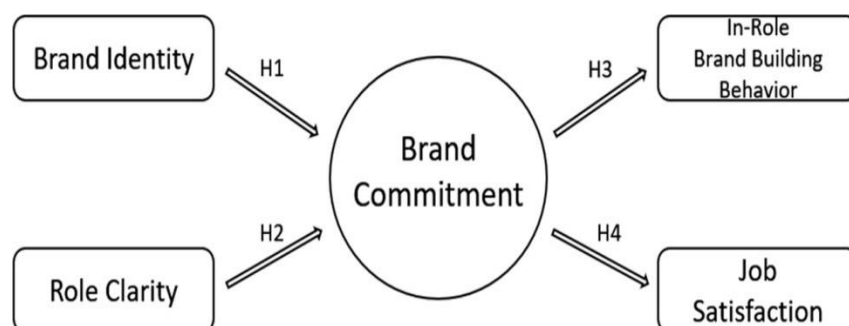


the corporate branding effort. Therefore, the IRBBB engendering technique relies heavily on brand identity. According to Social Exchange Theory, organizations can help FLEs achieve their in-role brand duties by actively meeting their brand knowledge requirements and providing acceptable explanations of their position as brand ambassadors (Jhamb et al., 2022). Therefore, it is critical that the corporate brand and the promotion of brand-oriented behavior among employees be consistent and that the brand should be the centre of attention when developing strategies across all areas. It needs to be determined considering the organization's current impact on branding behaviors and its intended and demonstrated level of brand orientation. According to this model, CBM determines the best place for the brand to be in the market so that the promise of the corporate brand may be met and all communications and organizational decisions are consistent (Dias et al., 2022).

Other important parts of brand strategy, such as brand commitment, can be guided and monitored by the brand-oriented approach (Barchi and Greco, 2018). To guarantee the performance of products and services and the fulfillment of the brand promise, FLEs must be fully committed to the brand. In addition, having every person fully commit to the brand is crucial for a company to build its identity around its corporate brand (Troise et al., 2021). When businesses see brand management as an investment, they become more brand-oriented, which in turn helps them create a culture, strategy, and performance that are all in sync with the company's brand (Hilbolling et al., 2020). Therefore, internal branding is crucial for a company to successfully align staff actions with its brand identity (Henttonen and Lehtimäki, 2017).

An FLE's desire to follow the rules and job happiness is enhanced when they are genuinely committed to the brand and understand their role in continuing the promise. As seen in Figure 1, the authors have put out a theoretical framework.

Figure 1  
*Conceptual Framework*







## Research Methodology

### Research Context

#### *The Role of FLEs in the Retail Sector*

One of main reasons why brand experience is getting so much attention in science journals is that service-oriented deliveries and physical retail environments are currently inseparable. Branding can significantly impact how employees perceive a product or service as it does on how consumers perceive it. It might happen because a brand represents the connection between a business and its employees and customers (Liu et al., 2023). The need for FLEs to align their actions with the brand's values has been increasingly clear as of late. The current market for uniformity in how brand-oriented employees act in service settings is the root cause of this problem since it prevents the efficient management of client experiences and brand performances. It is most obviously seen in the retail sector, as FLEs allow service-based customer-brand contact. Providing goods and services to customers in this setting is squarely the responsibility of FLEs (Albats et al., 2023),(Chaudhary et al., 2022) (Ahlfänger et al., 2022) (Dias et al., 2022), (Arsawan et al., 2022).

#### *Retail in Emerging Markets*

Unmet consumer demand is one of the primary motivators for companies to go worldwide. Through research performed in these markets, Academics can enhance their comprehension of the ways in which marketing practices and perspectives in emerging markets diverge from those in developed countries. Brand equity, product positioning, customer centricity, and branding are among the most prevalent retail notions in industrialized nations (Rodrigues et al., 2021). The complexity of Asian markets is unique and complex. The apparent irrationality of consumer behavior may hinder the need to improve formal retail sector in some markets.

#### *Study Unit: Bata Pakistan Limited in Pakistan*

Bata Pakistan Limited is a retail holding business that has been around since 1951 and employs over 105,500 people across its markets. It runs supermarkets, hypermarkets, home improvement centres, and department stores. It has operated in Pakistan and has a substantial presence there. Pakistan's retail system and consumer behaviour have many similarities compared to other Asian emerging markets. So, modern retail outlets like supermarkets, department stores, and hypermarkets started popping up in many of the country's biggest cities. The retail scene in Pakistan is very different from that in industrialized nations like the US and Europe, where mom-



and-pop stores make up around 10% of the mass consumption market. Bata Pakistan Limited is targeting men and women as its primary demographic. Its ultimate goal is to have men and women choose it as their go-to retail brand. While every store has sections for men women and kids shoes.

### Sample

In Pakistan, Bata Pakistan Limited's associates undertook the data collection process. The chain has around seven thousand employees in Pakistan. The survey could only be administered to firms in Pakistan due to logistical limitations. The company's HR department asked workers for voluntary input before or after work to lessen the likelihood of operational interruptions.

On a five-point Likert scale, where 5 signifies strong agreement and 1 indicates severe disagreement, participants were asked to express their views on various claims anonymously. Table 1 provides the final sample description. Subsequently, the depth and engagement of the responses were evaluated. Reactions with a standard deviation of less than 0.3 or those needing coding information were not considered. In exchange for 400 questionnaires filled out, the survey yielded 392 valid replies.

Table 1  
Sample description.

Gender	Empty Cell	Type of Employment	Empty Cell
Male	45%	Full Time	82%
Female	55%	Part-Time	17%
		Weekend	1%
Age			
16–24	12%	Position	
25–31	52%	Supervisor	44%
32–47	33%	Employee	56%
48 and over	3%		
		Seniority	
Average Daily Interactions with Clients		Less than 1 yr	26%
1–5 times	23%	1–4 yrs	29%
6–10 times	24%	5–7 yrs	29%
10–20 times	18%	8–14 yrs	16%
All-day long	36%		



## Research Instrument

Incorporating previously validated and reliable scales into the survey instrument allowed for its construction. After that, native Urdu and English speakers worked together and iterated through the translation process. The final survey instrument was developed after a thorough review of the pertinent literature. Academic colleagues assessed each item for content and face validity.

Twenty users were polled to ensure that the instrument's response structure and instructions were clear and relevant to the local market, considering market peculiarities. The outcomes are presented in Table 2, including all items assessed using 5-point Likert scales.

Table 2

Research Instrument

Latent Variables	Items	References
Brand Identity	07	(Burmam et al., 2008, Glanfield et al., 2017)
Role Clarity	08	(Rizzo et al., 1970, Cammann, 1983, Fritz et al., 1998, Hart et al., 2000)
Brand Commitment	07	(Burmam et al., 2009, King and Grace, 2012)
In-Role Brand Behavior	03	(Morhart et al., 2009)
Job Satisfaction	08	(Firth et al., 2004, Ming Benjamin Siong et al., 2006)

## Method of Analysis and Measurement Model Analysis

The information in Table 2 can be used to generate an underlying random variable for each construct. To that end, we propose a Bayesian hierarchical multinomial ordered probit latent variable approach for investigating interrelationships among latent variables. Appendix A elaborates on this method, which was successfully tested in similar scenarios.

The proposed connections (Figure 1) between the components are assessed using Markov Chain Monte Carlo (MCMC) methods as part of the model estimation procedure (Gaudet and Tremblay, 2017). The Bayesian method remains robust even when dealing with tiny samples because it does not rely on the central limit theorem for estimation. In addition, it follows the most current recommendations for evidence summaries made by the Asian Statistical Association (Kim and Min, 2019). Because of the potential for p-hacking and other traditional p-value-based interpretations to lead to incorrect evidence evaluations, these guidelines prohibit their usage.

The distribution of the constructs is random and independent across all constructions and persons; each item represents a unique, autonomous, and uniformly distributed realization of this distribution. The Bayesian paradigm states that the distributions of the random variables used as



hypotheses to link the constructions reflect uncertainty. The results show that the connections are probabilistic. The individual construct is a latent theme, and each answer is a conditionally independent manifestation of that theme, with links between responses established by latent associations.

The proposed Bayesian method allows for the combined inference of latent associations and constructs, which results in the posterior distributions of both and the correlated multivariate uncertainty between them. If the posterior mass is mostly non-zero for the associated latent association parameter, then the evidence for associations can be considered. There are several ways to interpret credible intervals, even though they are often written in a way that is similar to frequent confidence intervals (Etim and Daramola, 2020). For example, a posterior 95% credible interval (0.383, 0.669) would suggest that considering both the data and our prior knowledge, a large amount of our understanding of the parameter is based on positive associations between the latent constructs.

## Results

They use standard measures to summarize their results, including the posterior mean, 95% credible intervals, and a conclusion based on the evidence weight for the latent relationships. Figure 1 and Table 2 display the data. All hypothesized relationships have substantial positive associations backed by data; in every case, most of the posterior mass is positive. Figure 3 shows that the MCMC result, which offers effective blending, includes the posterior distributions of numerous variables.

Table 3.

Results from the MCMC regarding the four hypothesized latent associations.

Hypotheses	Posterior Mean (Standard Deviation)	95% Credible Interval	Evidence
H1 Brand Identity → Brand Commitment	0.350 (0.057)	0.231–0.359	Strong +
H2 Role Clarity → Brand Commitment	0.534 (0.062)	0.363–0.659	Strong +
H3 Brand Commitment → IRBBB	0.567 (0.058)	0.435–0.671	Strong +
H4 Brand Commitment → Job Satisfaction	0.347 (0.058)	0.264–0.443	Strong +

Figure 3

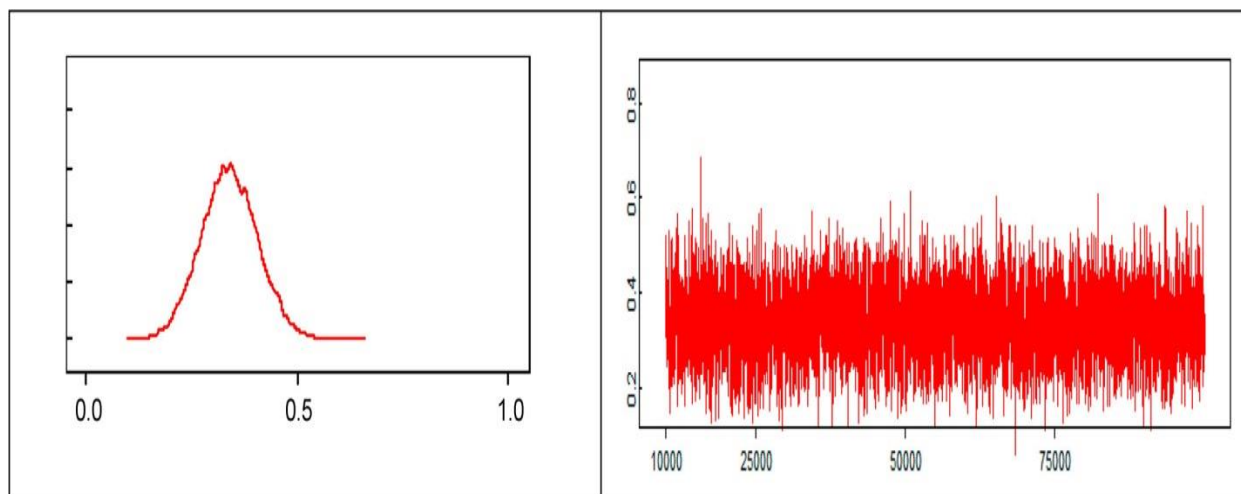


Figure 2

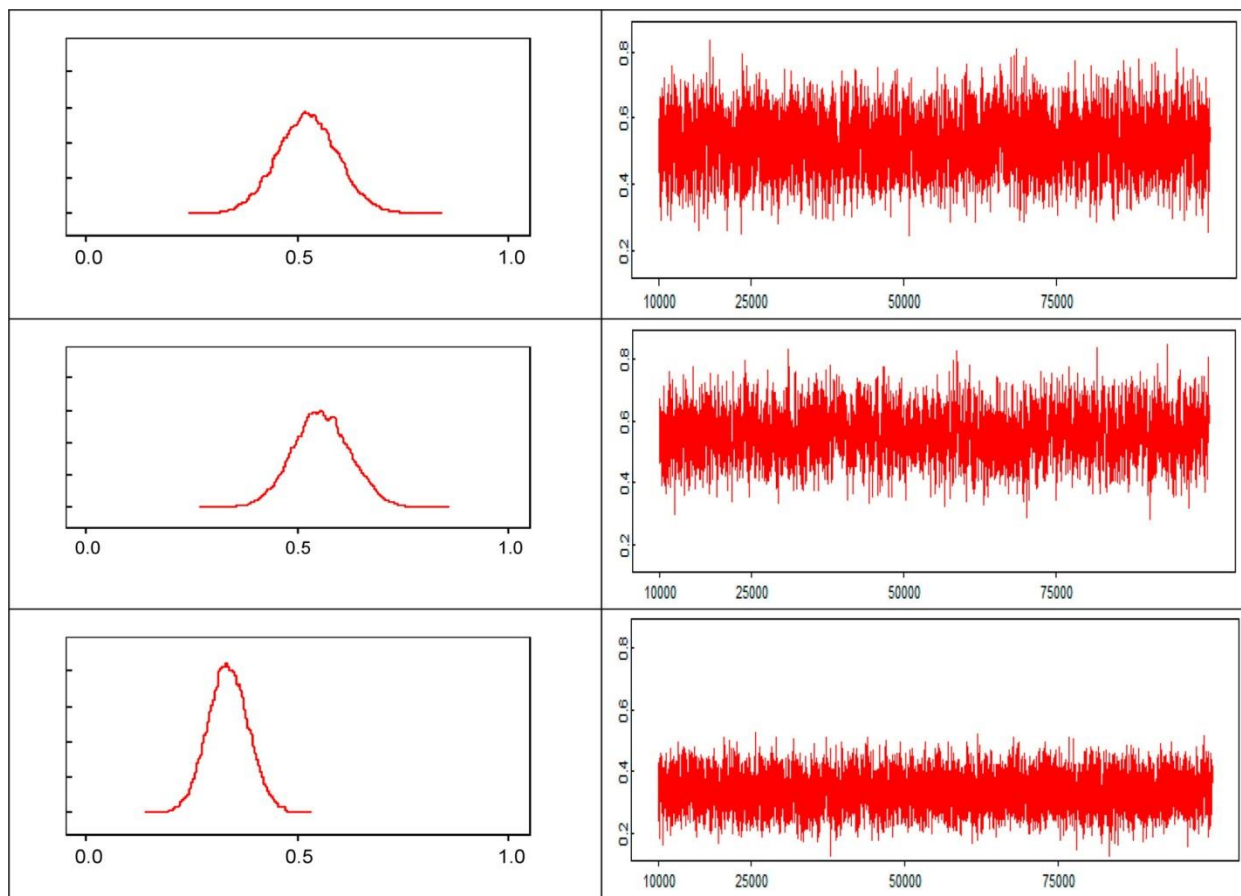


Figure 2 and 3, Traceplots prior to thinning (right) and MCMC marginal posterior densities (left) for the parameters that drive the hypothesized latent associations (from  $\beta_1 = H_1$  in the upper row to  $\beta_4 = H_4$  in the lower row).



## **Discussion**

### **The Role of Brand Commitment for the Behavior of the Front-Lines Employees**

Importantly, role clarity had a far more significant impact on brand loyalty than brand identity. While it's true that establishing a connection to a brand is essential to building commitment to that brand, the data reveals that FLEs prioritize better understanding their roles and responsibilities. It makes sense, given that there is a link between performance reviews and the expectations laid out in job descriptions, which might influence pay rates. The suggested concept is based on the idea that companies can find other forms of motivation that work better with this system. The null hypothesis states that FLEs' dedication to the brand will decrease when they internalize the company's identity (H1) and get a clear grasp of their function (H2). With posterior means of 0.340 and 0.524, respectively, and a primarily positive posterior mass, the data strongly supported these theories. By capitalizing on these connections, HR and marketers can guarantee that brand expectations are met when job descriptions are drafted. The two findings are noteworthy because they address controllable organizational characteristics that might pave the way for the growth of solid brand loyalty.

### **The Relation between Brand Commitment and Open Innovation**

Consumers define brand innovation as the ability of firms to offer new and valuable solutions to their challenges. To the extent that consumers respect their interests, they are more likely to have favorable experiences with firms that focus on providing unique and relevant answers to their needs (Dahlander et al., 2021).

Relationship marketing has always aimed to establish long-lasting bonds between businesses and their customers. According to service-dominant reasoning, however, SDL has realized that to keep this relationship going, the company needs to know all there is to know about the client's needs and what motivates them to work with them to create unique solutions. SDL and customer orientation have become vital tools for improving the amount and intensity of innovation within firms when FLE is integrated into the open innovation process (Soleimani et al., 2023).

## **Conclusions**

### **Theoretical Contribution**

Although these links have been discussed in branding literature, no empirical research has yet been conducted in Pakistani retail sector. This study fills that gap. It adds to the marketing literature in many ways. Examining how FLE brand commitment is influenced by brand identity



and the clarity of roles is conducted. According to the marketing literature, a dependable point of reference for both employees and customers is what constitutes a brand's identity. People associate the brand with certain things as soon as the brand identity is disseminated through various communication channels (Dal Mas et al., 2022). This study's finding of a substantial association between brand identification and brand commitment is explained by the fact that the same process occurs with FLEs, which fully supports H1. Understanding the company's identity is crucial for fully developing employee brand commitment, which is why this relationship is significant.

This study adds to the previously noted contributions by presenting a Bayesian framework that significantly improves the evaluation of the relationships: (1) the hierarchical approach enables the investigation of latent relationships within a coherent and self-contained model, facilitating the borrowing of information across latent constructs. (2) The Bayesian paradigm eliminates the need for large sample sizes, which mitigates the inherent uncertainty in small samples. (3) Any pertinent information regarding the parameters of interest could have been easily integrated into the analysis, even though non-informative priors were used. It aligns with the recent suggestions from the Asian Statistical Association to present results more comprehensively rather than relying solely on binary conclusions constructed from p-values (Balinado et al., 2021).

### **Practical Contribution**

An employee branding plan aims to improve the customer experience by making the company's brand ambassadors feel valued and appreciated. A deeper understanding of how FLE brand internalization occurs could provide support to this challenging challenge. This article delves into three critical aspects that give managers a new angle on alternatives to the traditional metrics and tools used by most companies in developing economies to monitor employee performance, such as job descriptions, scorecards, and key performance indicators (KPI).

Implementing this information is challenging despite the large body of recent academic literature investigating employee brand-building (Meidute-Kavaliauskiene et al., 2021). An internal brand commitment and a connection with FLEs through a strong emotional appeal are the initial goals of brand identity. For this to happen, the organization's internal communication channels must be utilized for brand identity maintenance. Employee responsibilities and brand identity can be better communicated through effective brand communication. Hence, to fill this informational void and boost brand recognition, marketers consistently convey the company-defined brand





values and its vision for the brand image to FLEs (Sajjad and Zaman, 2020). Working with HR and using the organizational message systems that fall within their purview will allow us to accomplish this goal. Incorporating brand elements into operational operations, such as performance management systems, training and development, remuneration, and recruitment, is another way HR departments can contribute to the employee branding campaign. It is a crucial step in creating job descriptions that align with the marketing department's identified branding ideas and clarify employee responsibilities. In this quest, it is essential that marketing and HR work together so that HR does not isolate programs that could promote brand-oriented practices (Alassaf et al., 2020). Organizations can further improve brand understanding and employee job clarity by using a hierarchical mapping of brand signals (Solarte-Montufar et al., 2021).

. Consequently, FLEs may feel more pressure to go above and beyond what is required in their current roles. In addition, workers who are happy in their jobs are more likely to commit to and embody the company's ideals fully, according to research. Consequently, employees are more inclined to participate in activities focused on the brand if the business offers initiatives that would make them happier at work (Leitão et al., 2020).

### **Limitations and Future Research**

Cross-sectional nature of this study makes it very clear that the statistical data does not lend itself to drawing any conclusions about causation. Although this study offers a theoretical framework to substantiate the examined relationships and their orientations, further research should employ longitudinal data to replicate and build upon this research by scrutinizing the causal links among the model's focal constructs. The study also had the severe constraint of just using data from one store in one area. The main reason was that enlisting large retail businesses to participate in research studies like these is challenging. They are always hesitant to join because it takes time away from the sales floor and from working with front-line staff.

Further research is needed to apply the findings to more generalized retail settings and countries. Noting that participants were asked to participate in the data collection procedure voluntarily raises the possibility of bias in the results if substantial disparities exist between the volunteer and non-participant groups. Another major drawback is that the study only looked at one South Asian country, which raises questions about the results' geographic generalizability.

Figure 1 shows how front-line workers can experience more job satisfaction and brand-oriented behavior induction with the help of brand commitment. The impact of clear brand identification



and roles on FLE brand commitment in retail was studied in this study article. The findings suggest how to design an employee branding initiative to increase the number of people willing to advocate for the cable brand. More than that, the lines above of inquiry provide exciting ideas for exploring the relationships examined in this essay in other settings.

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