



# Impact of Brand Awareness and Service Brand Identity on the Brand Performance with the Mediation of Brand Commitment

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**Abstract:** *Today, many organizations have been to believe that one of the most valuable capital of brand sense, its products and services. In addition, understanding how brands can take advantage of all the performance implications at the individual and organizational levels ranging from areas of interest in the brand management has been transformed. Therefore, the aim of this study was to understand the impact of brand identity and brand awareness to find services on the performance of the brand with the brand commitment to mediation. This study from the viewpoint of the objective applied, and the methods of data collection and descriptive work. Of the 460 employees between aria and 22 Bahman hospital in Mashhad, 215 people with simple random sampling method, complete the questionnaire. Analysis of the data with the help of structural equation modeling (SEM) and Amos software took place. The results certified mediator role of commitment to the brand in the impact of brand understanding and service brand identity on brand performance.*

**Keywords:** *Brand Understanding, Service Brand Identity, Commitment to the Brand, Brand Performance*

## INTRODUCTION

Human resources are the very foundation of every healthcare system in the world. Due to the ever-increasing changes in societies in various sectors, health-care systems will experience a vast number of shifts as well, and naturally, employees with more trust in organizational goals and values would be more adaptable to change. Hence, ignorance and lack of attention to the consequences of any decision on the performance of the staff will inflict irreversible damages for patients and the overall well-being of the community. In addition, one of the most important and practical indicators for assessing the superiority of organizations in respect each other is the comparison of their employees, whose loyalty, commitment and ethics make them perform their task with higher standards. This increases the performance, efficiency and effectiveness of the organization (Marbghi et al., 2007).

The goal of every brand is to create and strengthen relationships with customers, and can even bond long-term emotional relationships with them. Furthermore, brands can make decisions easier for customers, ensure quality and provide them with distinct and trustworthy options. These issue are probably of the utmost importance for the hospitals. Doctors, nurses, and other hospital staff form patients' experiences and convey messages from hospitals to societies. Brands are the best tool for helping employees of an organization incorporate into a single, distinct culture. This attitude is especially important for hospital mergers and

acquisitions. In this context, brands are important for hospitals. The brand helps hospitals to solidify their identities and improve their performance. On the other hand, the significance of paying attention to the services provided in service-offering organizations has been increased in recent years, which has enticed the attention of many scholars and managers alike (Maleki et al., 2015). Also, owing to the increased interdependence of markets and their higher competitive nature, and the consumers being stricter nowadays, most organizations must decide on how they can effectively drive this changing environment in their favor (Mohammadian et al., 2016). In addition, “organizations are witnessing rapid and unpredictable changes in the environment. The growing global competition has put the development of information technology and changes in demographic, human resources and customer characteristics on the focus of change. Under such circumstances, managers do not get much leeway on controlling employees, as they must devote their time and effort to identifying the internal and external environment and thus shall entrust staff with other, less important, daily tasks. Hence, the most important competitive approach in organizations is to use committed, enthusiastic, and responsible staff” (Ghalavandi et al., 2016). On the other hand, many researchers have pointed out that creating a strong brand is one of the key factors for realizing competitive advantage and long-term persistence in the market; hence, surprisingly, a variety of organizations and individuals are inclined towards being managed under a brand (Porricelli et al., 2014). Olsen (2008) also argued that a strong brand could be considered the most valuable asset of any organization, as it would offer more profit margins, better collaboration channels, and many more benefits to the organization (Azizi et al., 2012). Porricelli et al. (2014) also stated in their study that employees in the service industry play an important role in creating a brand and its potential success (Punjaisri et al., 2009). Also, customer perceptions of the service brand depend profoundly on employees; therefore, the customer image and their brand experience are often influenced by employees’ behavior and their job performance (Bozorg-Zadeh, 2007). Furthermore, one of the issues that can create and maintain customer loyalty is the brand image of service organizations (Lee et al., 2001). In overall, owing to the growing significance of brand identity, some authors have introduced this concept as a key element of the novel marketing paradigm (Alsem et al., 2008). According to Alm et al. (2012), brands have the ability to visualize, inform, and communicate to other people. Academics state that individuals choose brands based on their social identities, as they choose a brand that reflects their identity (Rahimnia et al., 2014). According to Corbin et al. (2001), health care providers, including hospitals, will try to increase their market share and ensure their profitability by creating a personal identity through brand image. The brand image of the hospital creates a framework in which customers select services as if they are purchasing goods, and, thus choose their service-offering organization based on rather objective criteria. Identity is the cornerstone of one of the most important areas of study in recent years: Organizational Marketing (Balmer, 2008). Despite the prominence that brand management has gained in recent years, there are few studies that have addressed this strategic issue (Arendt et al., 2010; Stavrou et al., 2010) and to date, researches have mostly focused on defining and conceptualizing this structure (Blomback et al., 2012). In addition, research on brand identity management of the service sectors has usually focused on the perceptions of brand managers and other professionals. Despite the fact that background studies have largely acknowledged the key role of employees in brand success, few studies have considered employee’s perspectives (Burmam et al., 2009; Malhotra et al., 2004). Hence, this study is especially important in the field of services, since employees embody service brands and fulfill their brand potential. The purpose of this study is to investigate the effect of brand awareness and identity on brand performance through brand commitment in Aria and 22 Bahman hospitals in Mashhad, and pursues whether brand awareness, brand identity and brand commitment influences the brand performance, thus providing a ground for improved management and efficient behavior within the organization.

## **Theoretical Foundations and Research Background**

Brands are identified as the most valuable assets of many organizations (Ambler et al., 2002; Grace et al., 2005). Keller & Lehmann (2006) define brand as a customer-driven asset where customers buy brands and their performance on the market reflects customer loyalty to the brand (i.e. the frequency, the volume and the number of customers buying this brand). In addition, brands reflect the full experience of customers with products (Keller et al., 2006). The concept of the brand's performance is implied in the brand strength of the organization, which is represented by sales, market share, sales growth and profitability (Chaudhuri et al., 2001). The task of managers is to achieve coherence and harmony between the company and the external environment as to enhance brand performance. Brand performance reveals the success of a brand in the market and is measured in a variety of ways and through different perspectives. Existing studies indicate that about 70 percent of companies' revenue is attributable to the brand; therefore, organizational performance and brand performance are highly correlated. Brand performance conveys the level of brand success in the market. Each brand has indicators for measuring performance (Rastegar et al., 2016). As a result, brand performance is defined as the relative success rate of brand in the market. Each brand has indicators for measuring performance. In the marketing literature, it has been argued that there is no universal and comprehensive benchmark for evaluating brand performance, this can be a function of environment/organization strategy, organization, market, and various psychological models of management. Ngo & Ocass (2011) have employed Sales, Market Share, Profitability, and General Performance of Brand (Ngo et al., 2010) and Porricelli et al. (2009) have considered providing standards-based services, performing successful business tasks, fulfilling organizational promise to customers and enforcing requests Identifying clients in the framework of the organization's standards for measuring brand performance (Punjaisri et al., 2009). In this research, the dimensions of brand performance are chosen according to Boyle et al. (2015), namely, to provide services at the level of the organization's standards, to carry out successful occupations, to fulfill the promise of the organization to customers, and to execute customer-specific requests within the framework of the organization's standards (Buil et al., 2015). In the literature, it has been claimed that the brand's distinct and comprehensive identity is positively affected by brand performance; and includes better brand performance, increased trust, brand differentiation, and customer-brand stronger identity (Andrew et al., 2015).

The term brand identity forms the basis of many concepts, including service brand identity (Balmer, 2012). Such identity is consisted of values and features that are associated with the brand of the organization and represents the organization and its products provided on the market. (Balmer et al., 2002) Service brand identity is an effective strategy for inaugurating key resources of competitive advantage, which creates multiple benefits for organizations (Melewar, 2003). A service brand identity is a strategic vision for identifying how a service brand is primarily understood by stakeholders (Aaker, 1997). Many researchers examined the components of brand identity, a few of which are introduced here. Acker (1997) has introduced brand identity dimensions as the following: brand as a product (product scope, product attribute, product quality / value, product usage, users and brand origin), brand as an individual (brand personality, brand association with the customer), the brand as an organization (the characteristics of an organization, being local versus global) and the brand as a symbol (mental image, metaphors, and brand legacy). Kapferer (2004) proposed six dimensions for brand identity, including the body (a set of physical properties that brand is branded in the minds of others), association (representing behaviors that lead to brand recognition), reflection (the image of the brand which the society holds), self-image (establishing a kind of internal relationship with itself when using or buying a product), culture (the system of values and principles that a brand treats based on, the culture of direct communication between the brand and the organization), and personality (an important dimension of the brand, which, like the human personality, makes it distinct and sustainable). De Chernatony (2010) have employed five dimensions of perspective, culture, positioning, personality and relationship with different stakeholders (employees, customers, etc.) (Boyle et al., 2015); while Melvar and Karsanemaglu (2006) have used Dimensions of structure, design, strategy (positioning and distinction), culture (mission, perspective, values), behavior, communication and industry identity; while De Chernatony (2013) has also considered dimensions of interest,

mission, perspective, values, distinct preferences, personality, experiential commitment, emotional value, Functional value and stakeholder for brand identity (Pishgaman, 2014). In this research, the dimensions of the brand identity of the service are identified by Coleman, 2009, Buil et al., 2015 and Andrew et al., 2015, namely the brand personality (a set of related human characteristics, stable relationships), the organization's understanding of its marketing communications tools and its ability to use these tools for the sign (Ambler et al., 2002), the visual identity of the organization is a set of factors that pursues an integrated goal for the brand, creating synergies between all the external and internal elements of a brand, (Andrew et al., 2015) human resource practices (including monitoring The performance of staff and the provision of training that enables employees to deepen the relationship with the client Berry et al., 2007 and the theme The firm refers to the employees and the customer, brand engagement with these interest groups (Andrew et al., 2015).

Brand commitment is an emotional and mental affiliation with the brand. In fact, Brand commitment is the strong desire of the organization's employees to maintain that brand. When committing to a brand, the person identifies the brand as the character and essence of its own, and thus strives to maintain it (Ricketta, 2002). The brand commitment reflects the degree to which a brand name is firmly established as the only acceptable choice for its position. Its rooted commitment is to identify shared values, dependency and trust (Abdulwand et al., 2016). Berman and Koenig (2010) in used brand education, brand communication, brand information, brand-oriented design, brand behavior and brand-driven brand motivation to measure brand commitment (Burman et al., 2010). Presley et al. (2014) have studied working beyond the expectations of the organization, feeling pride in working in the organization, loyalty to the organization, talking to friends about the organization's suitability for work, looking after the future of organization, the similarity of individual values with the organization, and the sense of being fit with to measure brand commitment (Punjaisri et al., 2009), and Punjaisri et al. (2009) considered increased sense of commitment by increasing brand awareness, commitment to brand promising to customers, commitment to the organization and non-departure of the organization as brand commitment dimensions (Punjaisri et al., 2011). In this study, three dimensions of the pride of work in the organization, the careful future of the organization, and the sense of being fit with the organization (embedded in the organization) derived from Boyle et al. (2015) for brand commitment are considered (Buil et al., 2015). On the other hand, the results of previous research on brand commitment and brand performance show a positive correlation between these two constructs (Simoes et al., 2005).

Brand awareness is an important source of sustainable competitive advantage that includes the activities of an organization to ensure that brand value is reflected to customers. Employees in the brand awareness process play a key role in internal promoting of the brand (Buil et al., 2015). Brand awareness focuses on the development, reinforcement, and consolidation of the organization's brand. Many studies have been done in this respect, and researchers have come up with a lot of insights, such as brand awareness in the minds of employees, i.e. brand awareness, is also an important prerequisite for brand-friendly behaviors on the part of employees. If employees are not fully aware of their organization brand or are not aware of their brand role within the organization, they cannot fulfill their brand commitments to customers. Brand awareness enables organizations to transform brand preferences or commitments into employees' attitudes or behaviors. In this research, to assess brand awareness from the study (Porricelli et al., 2014), including brand relationship (the importance of brand strength in the success of the organization, the brand as the most important asset of the organization and the relationship of brand success with the success of the organization), behavioral communication (affecting customer perception Brand, having a stronger brand by communicating more with other employees and influencing the organization's success with its behavior), brand awareness (awareness of identity, brand commitment and brand), and brand confidence (awareness of how to live with a brand, how to carry out activities continuously, how to implement and run brand strategies and achieving brand promises in the workplace) is used.

## **Experimental research background**

Boyle et al. (2015) showed a positive and significant relationship with Brand Performance by examining the importance of organization brand identity in business management, which showed that brand identity of a service is related to brand commitment through brand performance (Buil et al., 2015). Andrew et al. (2015) also stated in their study that while there are a number of conceptual frameworks for brand identity, the empirical relationship between service brand identity and brand performance has not yet been investigated (Andrew et al., 2015). By conceptualizing the brand identity of service through credible empirical dimensions, they provided rich insights on the distinct effect of individual dimensions on brand performance. To this end, the relationship between brand service identity and brand performance was examined and showed that service brand identity affects brand performance. Punjaisri and Wilson (2011) is one of the studies that measures the impact of commitment on brand performance. In their view, ground factors such as lack of access to some resources and personality factors such as skills and abilities of employees can describe the weakness of this relationship (Rajagopal, 2008). From this perspective, these factors can reduce employee performance, thus preventing the impact of commitment on brand performance. (Punjaisri et al., 2009) In a study on the importance of understanding the brand's brand, brand identification and brand commitment in organizational citizenship behaviors, brand awareness has a positive and significant effect on brand commitment. Andrew et al. (2015), in a study, examined the relationship between this brand identity and brand performance in the US banking industry and showed that service brand identity affects brand performance (Andrew et al., 2015).

Given that many studies have been done in this area, some of the most important studies related to research variables are presented in Table 1. Due to the background of previous research and previous studies, brand identity has attracted many researchers, but service brand identity and brand awareness have so far been less studied in internal studies. In addition, according to (Punjaisri et al., 2009), which studied the effect of brand awareness on Brand Commitment and according to Andrew et al. (2015), which examined the effect of brand service identity on brand performance through brand commitment, their conceptual model of research is summarized in Figure 1.

**Research hypotheses**

- Hypothesis 1: Service brand identity affects brand performance.
- Hypothesis 2: Service brand identity affects brand commitment.
- Hypothesis 3: Brand commitment affects brand performance.
- Hypothesis 4: Brand awareness affects Brand Commitment.
- Hypothesis 5: Brand awareness affects brand performance.
- Hypothesis 6: Brand awareness affects brand performance through brand commitment.
- Hypothesis 7: Brand identity affects brand performance through brand commitment.

**Table 1:** summary of the some of the researches regarding research variables

Title	Year	Name	Results
Productivity of the team and organization: the role of leadership commitment and self-efficacy	2010	(Terglav et al., 2016)	The positive effect of Brand Commitment on Brand Performance
the role of internal branding from employee perspectives and its effect on employee attitude and behavior toward brand (statistical society: banking industry)	2009	(Punjaisri et al., 2011)	Internal branding has a positive and significant effect on brand performance and brand identity.
the role of internal branding on the conveying of brand promise by employees	2007	(Berry et al., 2007)	Confirmation of the direct effect of domestic branding

			on brand performance as well as its indirect effect through brand commitment, brand loyalty and brand identity
Structural- Interpretative Modeling of Organizational Brand Identity in the B2B IT Market Looking at Marketing Performance	2016	(Esfidani et al., 2016)	The effect of organizational brand identity on marketing performance and customer satisfaction and loyalty and their intention to buy again
Investigating the Effect of Internal Marketing on Organizational Performance through Intermediary Variables of Organizational Commitment and Organizational Entrepreneurship (Case Study: Mobarakeh Steel Esfahan)	2013	(Atefat Dost et al., 2013)	the Positive Impact of Internal Marketing on Organizational Commitment, Positive Impact of Internal Marketing on Organizational Performance, and Indirect Impact of Internal Marketing on Organizational Commitment through Organizational Commitment
Internal branding and brand performance in the bank: the mediating role of competitive climate and job satisfaction	2012	(Azizi et al., 2012)	Significant effect of domestic branding, Brand Identity and Brand Commitment on Performance

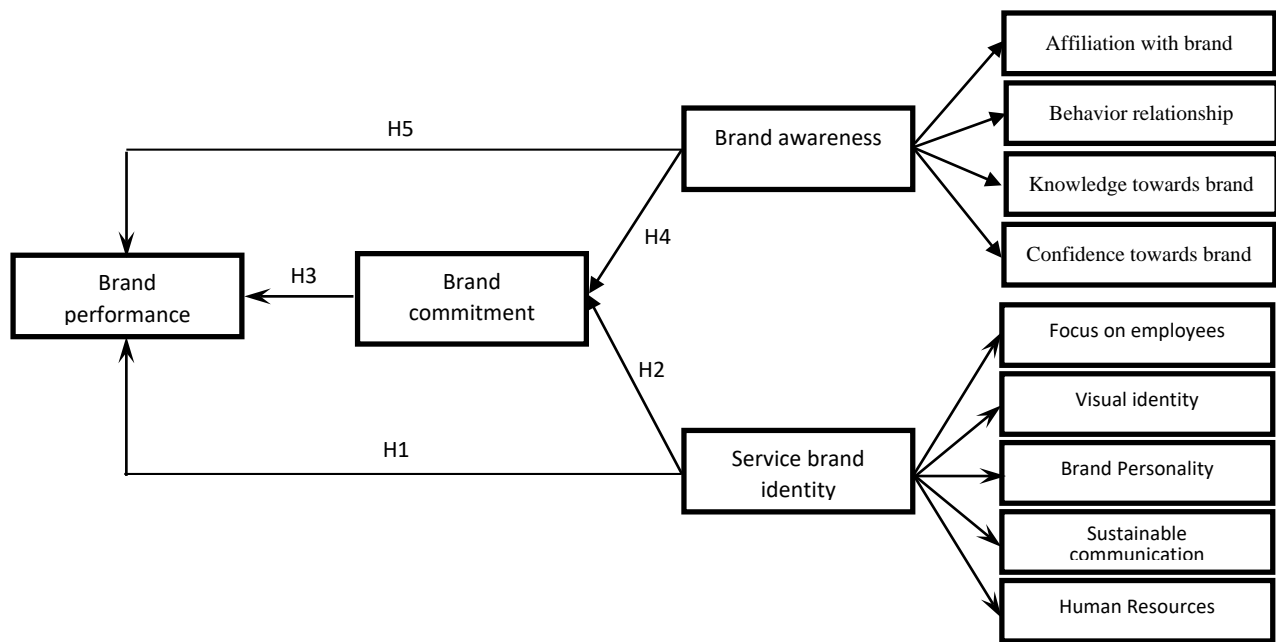


Figure 1. The proposed research model derived from (Porricelli et al., 2014) and (Andrew et al., 2015)

### Research Method

This research is applied in terms of method and is an analytical survey in terms of collecting data. The statistical population of this research is the staff of Aria and 22 Bahman hospitals in Mashhad in 1395, numbering 460 people. The sample size was determined according to Lohlin (1992). From his point of view, for a model of two or four factors, the researcher must plan at least 100 or more of those 200 items. The use of smaller specimens can result in inadequate convergence, inadequate results or low accuracy of parameters, and in particular standard error. For this purpose, the sample size was 410. A simple random sampling method of 250 questionnaires was distributed and 215 acceptable questionnaires were selected for analysis. The questionnaire used in this study included 4 general questions about gender, age, education and work experience, and 32 questions related to the variables in the research. To measure brand awareness, from the scale (Porricelli et al.,

2014) includes brand relationship 3 questions, behavioral relationship 3 questions, brand knowledge 3, and trust to the brand 4 questions and to assess brand identity services including customer focus 5 questions, visual identity 3 questions, brand personality 3 questions, stable communication 2 questions and HR actions 2 questions, brand equity assessment 3 questions and brand performance 4 Questions and the Boyle et al. (2015) scale have been used. The questionnaire has been used in combination and each of the variables has been used in previous studies whose content validity has been verified. However, two questionnaires were used in this study. The questionnaire was a closed-ended response with a five-choice range from very low to very high. The face validity of the questionnaire was evaluated according to the views of three university professors who are in the field of marketing and organizational behavior of the specialty. The validity of the instruments of the questionnaire was also verified by using the confirmatory factor analysis technique using the AMOS software and was substantiated by the passage of the related clauses to the desired structures. In order to determine the reliability of the test, the Cronbach's alpha method was used, the results of which are given in Table 2. All values are above 0.7, and it can be concluded that the tool has the necessary reliability. Meanwhile, the Cronbach's alpha value of the entire questionnaire is 804/0. Since one of the prerequisites for applying the variables approach to the structural equation modeling model is the correlation between the variables of research, Pearson correlation analysis has been used. Before evaluating the proposed structural model, it is necessary to consider the regression weight of the various structures of the questionnaire in the prediction of the related items in order to ensure the satisfaction of the measured models and the appropriateness of their markers in the measurement of the structures. This important issue was accomplished using Confirmatory Factor Analysis (CFA) and AMOS software.

**Table 2:** Cronbach’s alpha coefficient of the variables

Variable	Scale	Number of items	Cronbach’s Alpha
Brand awareness	Likert five-point scale	13	0.756
Brand identity	Likert five-point scale	15	0.806
Brand commitment	Likert five-point scale	3	0.766
Brand performance	Likert five-point scale	4	0.889

As the KMO index is equal to 0.758, the sample number was deemed sufficient for factor analysis. Also, the sig value of Bartlett's test is smaller than 0.05, which indicates that the factor analysis is suitable for identifying the structure of the functional model and the assumption that the correlation matrix is known is rejected. The result of the adequacy of the data for factor analysis in Table 3 and the results of the confirmatory factor analysis are provided in Table 4. Analysis of hypotheses was done using SPSS and AMOS software.

**Table 3:** Data Adequacy Test

Kaiser-Meyer-Olkin (KMO) Test for Sampling Adequacy		0.785
RMSEA		3.126E3
Freedom degree	45	sig
		.000

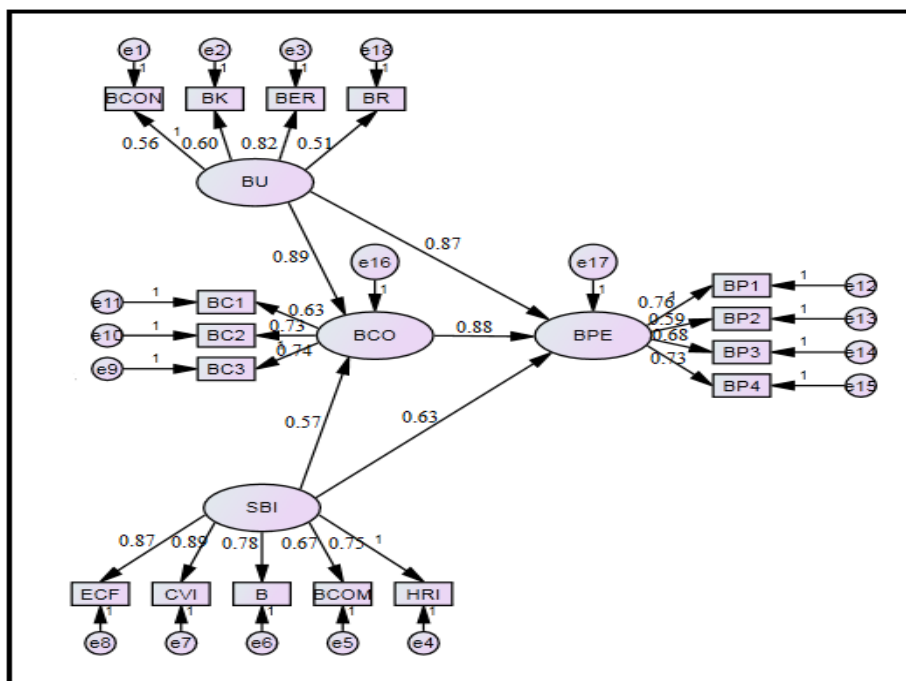
**Table 4:** the results of Confirmatory Factor Analysis for Questionnaire items

Latent variables	Observable variables	The designation of observable variable	Standard coefficient	Significance level	Result
Brand awareness	Brand Relationship	BR	0.56	0.000	Significant
	Behavioral communication	BER	0.60	0.000	Significant
	Brand Knowledge	BK	0.82	0.000	Significant

	Brand confidence	BCON	0.51	0.000	Significant
Service brand identity	Focus on staff and customers	ECF	0.87	0.000	Significant
	Organizational visual identity	CVI	0.89	0.000	Significant
	Brand personality	B	0.78	0.000	Significant
	Sustainable communication	BCOM	0.67	0.000	Significant
	Human resources actions	HRI	0.75	0.000	Significant
Brand commitment	Feel the pride of working in the organization	BC1	0.63	0.000	Significant
	Have concerns about the future of being an organization	BC2	0.73	0.000	Significant
	Feeling comfortable with the organization	BC3	0.74	0.000	Significant
Brand performance	Providing services at the level of the organization's standards	BP1	0.76	0.000	Significant
	performing job tasks	BP2	0.59	0.000	Significant
	Realizing the organization's promise to customers	BP3	0.68	0.000	Significant
	Implement specific customer requests in the framework of the organization's standards	BP4	0.73	0.000	Significant

**Research Findings**

Considering that in the fitted CFA model, the regression weight of all variables in the prediction of the questionnaire had a significant difference with zero at a confidence level of 0.99, none of the items were excluded from the analytical process. The criteria for the significance items is that the level of significance for them to be lower than 0.05. thus, 32 items from the questionnaire were analyzed. In Fig. 2, the structural model, and in Table 4, the results of the confirmatory factor analysis are presented for meaningful items along with the fitting indices of the CFA model. Given that in all cases the P-value is less than 0.05, all hypotheses are confirmed. In Table 5, the fitting indices of the model and in Table 6 summarized the results of the research hypotheses.



**Figure 2: Structural Equation Modeling**



As shown in Table 5, these indicators show the fitting of the measurement models, and the significance of the loading of each observed variable to the latent variable was confirmed. Regarding the mediation of Brand Commitment in affecting Brand Understanding and Service Brand Identity on Brand Performance as shown in Table 5, the results indicate that the coefficients are significant in step 4. By entering the brand's commitment variable into the regression equations, the effect of brand awareness on brand performance decreased from 0.861 to 0.408, and the effect of service brand identity on brand performance was decreased from 0.944 to 0.630; thus the role of Brand commitment variable is minor mediation.

**Table 5:** Mediation analysis for brand commitment variable

Step	Independent variable	Dependent variable	B	C.R	Sig
1	Brand Awareness	Brand Performance	0.861	24.367	0.000
2	Brand Awareness	Brand Awareness	0.760	16.845	0.000
3	Brand Commitment	Brand Performance	0.90	30.808	0.000
4	Brand Awareness Brand Commitment	Brand Performance	0.408	11.547	0.000
			0.596	16.858	0.000
1	Service Brand identity	Brand Performance	0.944	41.166	0.000
2	Service Brand identity	Brand Commitment	0.871	25.536	0.000
3	Brand Commitment	Brand Performance	0.698	14.065	0.000
4	Service Brand identity Brand Commitment	Brand Performance	0.630	17.359	0.000
			0.367	10.106	0.000

Given the approval of the mediating role of brand commitment in the impact of brand awareness and identity of service brand on brand performance, one can calculate the indirect impact of brand awareness and service brand identity on the brand performance. As it is visible in the figure 2 (Structural Equation Modeling) the pathway coefficient for the impact of brand awareness and service brand identity on brand commitment was respectively calculated as 0.89 and 0.59 and on the impact of brand commitment to brand performance was equal to 0.88. Then, as it has been calculated below, the amount of the indirect impact of brand commitment on the brand awareness and service brand identity are respectively 0.783 and 0.501.

$$B_{\text{indirect}} = a \times b = 0.89 \times 0.88 = 0.783$$

$$B_{\text{indirect}} = a \times b = 0.57 \times 0.88 = 0.501$$

**Table 6:** Summary of research hypotheses

Hypotheses (latent variable)	Standard coefficients	p-value	Result
Service brand identity affects brand performance	0.63	0.000	Accepted
Service brand identity affects brand commitment	0.57	0.002	Accepted
Brand commitment affects brand performance	0.88	0.015	Accepted
Brand awareness affects brand commitment	0.89	0.000	Accepted
Brand awareness affects brand performance	0.87	0.000	Accepted
Brand awareness affects brand performance by brand commitment.	0.783	0.000	Accepted
Brand identity affects brand performance by brand commitment	0.501	0.000	Accepted

According to the results for the first hypothesis, namely, the positive and significant effect of service brand identity on brand performance, the standard coefficient of service brand identity affects brand performance is calculated 0.24. Therefore, within a 95% CI, service brand identity has a positive and significant effect on brand

performance, and the emphasis on service brand identity leads to improved brand performance; in other words, in the sample, the predictive effect of brand performance is seen on the behalf of service brand identity, and this result is consistent with the research carried out by Hoeffler et al., (2003), Ittner et al., (2003), Buil et al., (2015) and Andrew et al., 2015. This suggests that, in addition to motivating employees, Aria and 22 Bahman hospitals in Mashhad should implement efforts that would increase the competency of the organization. In the second hypothesis to stimulate their brand's performance. As for the second hypothesis, with regard to 0.76 for the standard coefficient of service brand identity, it can be established that service brand identity affects Brand Commitment, which is consistent with studies such as Rajagopal, 2008, Arendt et al., (2010), and Buil et al., 2015, and this suggests that improving brand identity-related activities also improves brand commitment. In the third hypothesis, given that the standard coefficient of the brand's effect on brand performance is 0.79, the effect of brand commitment on brand performance is confirmed by the findings of Perez and Bengstton (2015), Burmann et al., (2004), Burman et al., (2010) and Azizi et al., (2012) and Punjaisri et al., (2009). In the fourth hypothesis, brand awareness was confirmed by the brand commitment, which is consistent with studies such as Azizi et al., (2012), Rajagopal, (2008). As for the fifth hypothesis, the effect of brand awareness on brand performance is also confirmed. In addition, the sixth and seventh hypotheses, namely the role of mediation in brand commitment, have been confirmed in the impact of brand awareness and service brand identity on brand performance; and specifies that brand commitment along with brand awareness and service brand identity can lead to improved brand performance To be Therefore, it is recommended that the managers of Aria hospitals and 22 Bahman hospitals in Mashhad provide appropriate platforms for implementation of brand commitment strategies and thus improve their performance. The positive and significant effects of service brand identity on brand commitment and brand commitment to brand performance make it important that organizations, especially service organizations, compete in their regions of activity, should be more concerned with the notion of brand identity, and devote more efforts to it, as the brand commitment and loyalty to brand are derived derives strong brand identity. Establishing effective communication that reflects the brand identity of the organization can increase the awareness of the employees of the organization's brand, establish a psychological relationship between the employee and the organization, and ultimately internalize the brand values of the employees.

## **Discussion and Conclusion**

Given the results of the research hypothesis, it is suggested that, considering the fact that strong brands are the priorities of many organizations nowadays and that employees are key factors in the development of the organization's brand, these two hospitals persistently monitor and improve their brand performance by establishing a strong branding team. Fashioning a brand image in the minds of employees can also lead to emotional connections between employees and the brand. Furthermore, by engaging the interests of the staff towards the brand and making effective suggestions and creating the sense in which the brand is part of their lives, it is about increasing the commitment of the employees to the brand and improving the overall performance of the organization. Because brand identity services have an impact on performance and commitment, it is suggested that the managers of the organization emphasize the importance of the work of the hospital for service in the organization's meetings and conferences. They should also focus on the identity of individuals with an emphasis on brand identity, in this way, to enable employees to strive for brand identity (commitment), and this effort can lead to better performance. It is also suggested to explain the relationship with the hospital brand and how it works, and to raise the confidence of the staff in relation to the hospital brand. This can be done through supervisors' training and group meetings with supervisors or supervisors. In this way, supervisors and supervisors will be briefed on the useful services of the hospital and the importance of these services for the staff. Interpreting what kind of hospital brands can do for people is more likely to help employees achieve better performance. Since the research has been conducted only in the service industry and

in the hospital, the research model for further generalization should be found in other service organizations and It will also be tested in other industries. In addition, the impact of brand identity on brand performance has been measured only through brand commitment. In future studies, other variables can be added as intermediate variables. the impact of service brand identity on brand equity, brand image and willingness to stay in the organization are also potential future avenues

### **Suggestions**

In today's competition-driven business environment, in which the status and position of service organizations, especially in the health sector, are affected by many factors, including competition, rapid progress in science and technology, modern marketing and globalization methods, attention to the role and place of the brand and the efforts to enhance its performance are of utmost importance. According to the results of the hypothesis of this research, the following practical suggestions (Arya and 22 Bahman hospitals) as proposed:

- Firstly, by forming a team consisting of experts in the field of marketing and participation of staff in different sectors, a scientific approach to branding and monitoring its position.
- As the emotional relationship between employees and the brand is effective in their commitment to the brand, these organizations should organize regular meetings with family and at different occasions, hold training courses and other cultural programs, increase knowledge about brand and alignment Values are planned with the organization's vision in order to better understand the brand among employees, so branding is possible with the active participation of employees.
- To create a positive image of the organization's brand in the minds of employees and turn it into a valuable symbol, the organization must first create value for employees and reward them as internal customers. Shares and employee participation in profits are among the approaches that increase the sense of belonging and commitment to the organization. When each of its employees is branded as an organization and is intruded into their lives, they unconsciously associate the brand with their everyday behavior, and subsequently this attitude is passed on to customers and the reason for choosing an organization.
- The more the attention, commitment and respect of hospital managers for the value and brand of the organization; the more the belief of employees in the brand; therefore, it is suggested that hospital managers, while creating a sense of belonging to the organization's brand, demonstrate the brand commitment through their behaviors.
- In order to achieve the goals of intra-agency branding, it is necessary to pay attention to the problems and shortcomings of employees. To this end, it is necessary to design effective procedures for registering, handling and solving employee problems. This case, according to social conditioning theories, promotes the expected behaviors of the brand in the organization.
- Next are some suggestions for future research. In this research, the impact of brand identity on brand performance has been measured only through brand commitment. In future studies, other variables such as job satisfaction and job anchors can be considered as intermediate variables. You can also examine the impact of service brand identity on brand equity, brand image and willingness to stay in the organization.

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