

Antecedents and Consequences of Employee-Based Brand Equity: A Case of Tourism Businesses in Middle Highlands of Vietnam

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Abstract

The objective of this study is to determine the antecedents and the consequences of employee-based brand equity (EBBE), namely Organizational Culture (ORC) and Internal Organizational Branding (IOB), and the consequences of EBBE, namely the Organizational Citizenship Behavior (OCB) of employees in tourism businesses in Middle Highlands of Vietnam (MHV). OCB, EBBE, IOB, and ORC are higher-order latent constructs. A survey is performed. The sample with 395 observations is collected by the non-probability method. The respondents are employees of tourism businesses in the MHV. PLS-SEM is utilized, and SmartPLS is used to process the data. Path modeling using the disjoint two-stage approach. Findings confirmed that ORC directly affects OCB and indirectly through EBBE; IOB has a positive direct effect on ORC and EBBE, and the mediating role of EBBE in the relationship between IOB and OCB, as well as between ORC and OCB. This research contributes to the existing literature by empirically investigating the antecedents and outcomes of EBBE. The study gives the tourism businesses in MHV implications for strengthening the EBBE and OCB of employees. The study has some limitations, namely, the technological tools and platforms used in tourism businesses that impact EBBE and modern digital marketing trends in internal branding efforts have yet to be considered.

Keywords: Organizational Citizenship Behavior, Internal Organizational Branding, Organizational Culture, Brand Equity, Employee-Based Brand Equity, Tourism Business, Middle Highlands, Motivational Theories, Social Exchange Theory, Social Identity Theory, Social Learning Theory.

1. Introduction

OCB is pivotal in boosting teamwork, nurturing a positive workplace atmosphere, and elevating the productivity and effectiveness of organizations. It is closely linked with higher levels of job satisfaction, greater employee engagement, and stronger organizational commitment, highlighting the proactivity, conscientiousness, and collective-mindedness of employees. For these reasons, it is imperative for organizations to acknowledge and foster OCB within their teams, as this can create a more harmonious and efficient working environment.

There are several compelling reasons to study OCB. First, OCB represents a broader aspect of work performance that goes beyond merely completing assigned tasks Neale (2019). Second, OCB has a significant impact on both individual and organizational effectiveness and productivity (Susnienè et al., 2021). Additionally, OCB is commonly linked with beneficial outcomes such as enhancing coworker and coworker and managerial interactions, efficient resource utilization, and improving employee retention (Shah et al., 2022). Furthermore, OCB is essential for organizational development, contributing to the establishment of a supportive psychosocial work environment that facilitates the organization's primary functions (Somech and Ohayon, 2019;

Organ and Ryan, 1995). Finally, the understanding of OCB has evolved with several models developed to explore its direction and typology since its introduction (Turner and Connelly, 2021).

Factors affecting OCB can be divided into some levels, such as job factors (Chen and Kao, 2012), internal factors of employee self-satisfaction (Schattke and Marion-Jetten, 2022), and organizational variables (Reizer et al., 2020). In this study, the factors affecting OCB considered are at the individual level, such as employee-based brand equity (EBBE), and organizational level, such as ORC and internal organizational branding (IOB). The concept of brand equity (BE) is used widely by researchers and practitioners. However, a universally accepted BE content and meaning, as well as a measure, has not been forthcoming (Washburn, 2002). Most of the BE research has focused on financial- or customer-based approaches, and EBBE has received limited attention (King et al., 2012). EBBE measures behavioral and cognitive aspects of BE from the perspective of an individual employee (King et al., 2010). In a high labor-incentive service like tourism, employee-customer interaction and the consistency of service delivery are essential, and employees of the brand are a critical part of business processes, so the EBBE approach is crucial. Furthermore, the research EBBE focused on the antecedents and outcomes of the EBBE concept is limited.

ORC is a crucial organizational capital that has vital functions, namely guiding, incentive, cohesion, and constraint functions. It plays a key role in guiding behaviors, shaping attitudes, fostering mutual respect, and promoting consistency. It encourages loyalty, facilitates goal achievement, and establishes organizational identity while also influencing the decision-making process. Research on the impact of ORC on OCB, especially in tourism businesses, is really necessary. However, these studies have not been paid attention to in developing countries, especially Vietnam.

Furthermore, internal branding (IB) has become increasingly relevant in marketing literature as researchers acknowledge that managing a corporate brand extends beyond external strategies to include internal efforts involving employees. Despite the rising interest, there is still no consensus among scholars regarding the antecedents, dimensions, and outcomes of internal branding. The debate around IB remains active, with numerous aspects still requiring exploration. Therefore, investigating the conceptualization of IB and identifying opportunities for future research are essential steps in advancing this field.

This study attempts to fill the above-mentioned gaps by determining the role of EBBE antecedents, such as ORC and IOB, and the consequences of EBBE, such as OCB of employees in the tourism industry – a human-oriented and labor incentive industry. Specifically, IOB, ORC, EBB, and OCB are higher-order latent constructs that help minimize the number of relationships in the structural model and reduce multicollinearity between the antecedent and latent constructs (Crocetta, 2021). The research space is the tourism industry in MHV.

2. Literature Review

2.1. Motivational theories

The researchers such as Maslow (1954), Deci (1975), Kohlberg (1976), Kegan (1982), Loevinger (1976), etc. proposed five measured sources of motivation: intrinsic process, instrumental, self-concept-external, self-concept internal, and goal internalization. Barbuto et al. (2001) argued that motivational theories work as antecedents for OCB.

2.2. Social exchange theory

Social Exchange Theory (SET) was initially conceptualized by Blau (1986) as involving actions driven by the expected returns from others, though these returns are not specifically defined. Social Exchange (SE) takes place when individuals trust that the other party in the exchange will reciprocate, and the popularity of

the popularity of the theory supports its relevance (Wang et al., 2019). The service-intensive nature of tourism organizations offers a distinctive opportunity to expand SE from internal organizational stakeholders to external ones. SE influences employee attitudes, commitment, and psychological empowerment, key factors driving OCB.

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2.3. Social identity theory

Social Identity Theory (SIT) suggests that individuals derive their self-identity from their group affiliations, as proposed by Turner et al. (1987). Groups are significant sources of personal self-esteem and pride, according to Tajfel (1979). Organizational identification (OID) occurs when an employee feels a sense of belonging to an organization (Ashforth et al., 2008). Strong OID is linked to several positive outcomes at both organizational and individual levels, including organizational effectiveness and OCB. Mehtap and Kokalan (2013) observed that various aspects of corporate reputation impact OCB differently, noting particularly that a reputation for social responsibility directly affects employees' OCB and an indirect effect through organizational commitment. Tourism organizations, characterized by diverse workplaces with employees from varied backgrounds serving a similarly diverse customer base, provide a unique context for exploring these dynamics.

2.4. Social learning theory

Social Learning Theory (SLT) posits that individuals learn new behaviors through observing and imitating others (Bandura, 1971). SLT suggests that behavioral norms and expectations are also acquired by watching role models. When an organization emphasizes the importance of socially responsible behaviors such as OCB, employees are likely to emulate the behaviors displayed by their managers and leaders (Smith, 1983). Emami (2012) found that SLT, in conjunction with social information processing theory, helps elucidate the relationship between OCB at individual and group levels. They contended that since individuals learn from observing others, the likelihood of an individual engaging in OCB is influenced by the group's overall OCB performance. Wright et al. (2010) expanded on this, suggesting that employees also learn from the broader corporate context and demonstrated that corporate citizenship significantly influences individual employees' OCB.

2.5. Organizational Citizenship Behavior

OCB refers to anything that employees choose to do spontaneously and of their own accord, which often lies outside their specified contractual obligations (Green, 2018). Thus, OCB is considered to the positive and constructive actions and behaviors exhibited by employees that go beyond their formal job descriptions. Smith et al. (1983) conceptualized OCB with two dimensions: altruism (behavior aimed specifically at helping the individual) and generalized compliance (behavior reflecting adherence to general rules and norms). Organ et al. (1988) conceptualized the OCB based on five constructs: altruism (ALT), conscientiousness (CSC), sportsmanship (SPT), courtesy (CTS), and civic virtue (CVT). These dimensions reflect organizational behavior. In general, studies confirm that there are five basic components that form OCB, including ALT, CTS, SPT, CSC, and CVT (Kim et al., 2020). This study conceptualizes OCB as a high-order latent construct with

five components: ALT, CTS, SPT, CSC, and CVT.

2.5.1. Altruism

ALT is considered actual employee behavior by helping co-workers or the organization without receiving personal benefit, such as helping a co-worker solve a difficult task or helping a new employee adapt to a new environment (Organ, 1988; Podsakoff et al., 2000). Altruism in the workplace can boost employee morale, productivity, and effectiveness. Therefore, the hypothesis is proposed as follows:

Hypothesis 1-1: ALT is significantly associated with OCB.

2.5.2. Courtesy

CTS is polite and considerate behavior towards other people and other employees. The concept is demonstrated in employees working with colleagues or customers with courtesy and respect, including thoughtfulness and care in communication (Organ, 1988; Podsakoff et al., 2000). Therefore, the hypothesis is proposed as follows:

Hypothesis 1-2: CTS is significantly associated with OCB.

2.5.3. Sportsmanship

SPT involves avoiding complaining when the actions of others cause trouble for the individual. This behavior refers to employees accepting organizational decisions equally, even when they are dissatisfied with them, and without causing unnecessary tension or conflict (Podsakoff et al., 2000). It is about being able to deal with situations that do not go as planned – or negative surprises – and not demonstrate negative behavior when that happens. Therefore, the hypothesis is proposed as follows:

Hypothesis 1-3: SPT is significantly associated with OCB.

2.5.4. Conscientiousness

CSC is an employee's ability to work beyond specific job requirements, including automatically seeking and performing unsolicited tasks, organizing work time effectively, and complying with adhere to organizational rules and procedures (Organ, 1988; Podsakoff et al., 1990). CSC is also understood as behavior that involves a certain level of self-control and discipline and that goes beyond the minimum requirements. Therefore, the hypothesis is proposed as follows:

Hypothesis 1-4: CSC is significantly associated with OCB.

2.5.5. Civic Virtue

CVT involves employees actively participating in organizational activities, including contributing ideas, participating in organizational community activities, and demonstrating commitment and loyalty to the organization (Organ, 1988). It is about how an employee supports their company when they are not in an official capacity. CVT is a type of OCB that creates a sense of community and camaraderie within the organization. Therefore, the hypothesis is proposed as follows:

Hypothesis 1-5: CVT is significantly associated with OCB.

2.6. Organizational Culture

Schein (1992) defines ORC as a pattern of underlying assumptions developed by a group of people and problem-solving abilities from external adaptation and internal integration. Daft (2012) also defined ORC as a set of core values, assumptions, understandings, and norms shared by members of an organization. Denison (1990) identified the four main dimensions of ORC: involvement (INV), consistency (CON), adaptability (ADA), and mission (MIS).

In this study, ORC is conceptualized as a high-order latent construct with four components, namely MIS, ADA, CON, and INV.

2.6.1. Mission

The organization's mission relates to the purpose of the organization's existence, representing the symbolic expression of critical organizational activities (Mersland et al., 2019). The business's success largely depends on how much employees comprehend the MIS and can implement it with intense passion and determination (Yao et al., 2019). The brand mission will help the audience understand the purpose of the business brand and what it aims to accomplish. Therefore, the following hypothesis is posited.

Hypothesis 2-1: MIS is significantly associated with ORC.

2.6.2. Adaptability

According to Pulakos et al. (2000), ADA refers to one's propensity to deal with situations and solve problems ingeniously and creatively. It is the readiness and capacity to alter behaviors in changing environments (McArdle et al., 2007).

Employee ADA relates to the employee's attitude to adjust to the environment willingly and has become an important ingredient for organizational success (Xie and Peng, 2012). ADA also allows employees to perceive customized service delivery better, increasing customer satisfaction (Xie et al., 2019). ADA will assist organizations in addressing quicker customer perceptions and achieving a better quality of service and greater customer satisfaction (Kara et al., 2013). Therefore, the following hypothesis is posited.

Hypothesis 2-2: ADA is significantly associated with ORC.

2.6.3. Consistency

CON refers to the level of interconnectedness, integration, or cohesion among members in maintaining organizational beliefs, values, and norms (Zheng et al., 2010). Givens (2012) emphasized that CON is crucial for developing a robust ORC, which in turn enhances employee performance within an organization. Therefore, the following hypothesis is posited.

Hypothesis 2-3: CON is significantly associated with ORC.

2.6.4. Involvement

INV relates to the extent to which employees feel a sense of commitment and belonging, including the extent to which they feel they have a say in decisions that affect their work (Suhartanto et al., 2018). INV is also about the extent of employee participation in the organizational processes or are engaged in the thinking and decision-making process (Mu et al., 2018). INV can occur individually or within the context of existing work groups (Croucher, 2010). According to Etzioni (1975), there are three types of INV, namely moral, calculative, and alienative. Therefore, the hypothesis is formulated as follows:

Hypothesis 2-4: INV is significantly associated with ORC.

ORC within a given framework can shape OCB among employees. The results of the study showed that ORC had a positive effect on OCB (Muhdar et al., 2015). Therefore, the hypothesis is formulated as follows:

Hypothesis 2: ORC positively influences OCB.

2.7. Employee-Based Brand Equity

EBBE arises when an employee's brand knowledge (BKL) fosters positive and productive brand-related behaviors that is congruent with the communicated brand identity (Brexendorf and Kernstock, 2007). Defined from an employee perspective, EBBE represents the unique impact that BKL has on employees' interactions with their work environments and cultures (King and Grace, 2010). EBBE aims to embody brand identity in ways that are significant and relevant to employees, enhancing their role fulfillment and responsibilities. Kwon (2013) describes EBBE as the process through which an employee's BKL cultivates brand commitment (BCO), significantly contributing to brand satisfaction, loyalty, and equity. Furthermore, King and Grace (2010) suggest that employees' BKL critically influences their role clarity and BCO, which is not only linked to the brand promise but also leads to behavioral loyalty and attitudinal attachment among employees. Kwon (2013) also acknowledges that a dedicated commitment to IOB research is the most crucial driver of EBBE.

In this study, EBBE is conceptualized as a high-order latent construct with three components: Employee Brand Understanding (BUN), Brand Empowerment (BEM), and BCO.

2.7.1. Employee Brand Understanding

Employee BUN is an increase in employees' perceptions regarding their roles and responsibilities in brand success and their skills in delivering the brand promise (Xiong et al., 2013). That means BUN is the cognitive representation of the brand in employees' minds (Piehler et al., 2016). Thomson et al. (1999) claimed that a good understanding of organizational strategy better prepares employees to identify how their roles can add value to the brand. Therefore, the hypothesis is proposed as follows:

Hypothesis 3-1: BUN is significantly associated with EBBE.

2.7.2. Brand Empowerment

Empowerment involves giving employees the authority and autonomy to make decisions related to their jobs (Bowen and Lawler, 2006). BEM embodies delegating decision-making power to employees to improve performance (Menon, 2001). According to Bateson (1995), empowerment enhances employees' focus on customers, making them more responsible and responsive, boosting both their self-image and the organizational image. Consequently, BEM entails granting employees the freedom to act independently in delivering premier services to safeguard the brand image (BIM). Empowered employees generally feel more positive about their roles and exhibit greater enthusiasm for customer service (Peccei and Rosenthal, 2001). Additionally, empowered employees tend to feel more confident in contributing to the brand's success (Peccei and Rosenthal, 2001). Therefore, the hypothesis is proposed as follows:

Hypothesis 3-2: BEM is significantly associated with EBBE.

2.7.3. Brand Commitment

Burmann and Zeplin (2005) define employee BCO as the extent of employees' psychological attachment to the brand. BCO first leads to brand loyalty before affecting BE (Keller, 2013). Ambler (2003) argues that BCO is the most important measure in determining BE. BCO leads to employees' attitudinal attachment and

behavioral loyalty (King and Grace, 2009). For these reasons, commitment is a key component in determining EBBE. BCO has also been found to positively and significantly affect employees' satisfaction and OCB (King and Grace, 2010). Furthermore, Ambler (2003) considered commitment a vital measure in determining and building BE. Therefore, the hypothesis is proposed as follows:

Hypothesis 3-3: BCO is significantly associated with EBBE.

Mavuso (2020) demonstrates that INV positively influences EBBE. The employee INV impacts the behaviors of individuals and groups within organizations. The more employees contribute to the organization's decision-making process, the more they will have a sense of belonging and will likely maintain a long-term relationship with the organization (Zona et al., 2019). On the other hand, consistency in engaging employees in decision-making and planning processes will improve their word-of-mouth, consequently influencing their perceptions of the brand image (Tiwari & Lenka, 2019). According to the research by Mavuso et al. (2020), ADA positively affects EBBE. In addition, the success of organizations largely depends on the extent to which the employees comprehend the organizational mission and can implement it with intense passion and determination (Yao et al., 2019). Therefore, the hypothesis is proposed as follows:

Hypothesis 3: ORC positively influences EBBE.

The research study conducted by Jayarathna (2019) shows that BEM influences OCB. Furthermore, the research by Piehler et al. (2016) shows that there is a relationship between employee BUN and OCB. Moreover, according to Bataineh et al. (2017), employees' BCO can be considered a fundamental variable in creating OCB. Therefore, the hypothesis is proposed as follows:

Hypothesis 1: EBBE positively influences OCB.

2.8. Internal Organizational Branding

According to Khan (2009), the goal of Internal Branding (IOB) is to ensure that employees accurately translate espoused brand messages into tangible brand experiences for customers and other stakeholders. IOB is defined as a continuous effort to communicate to current and future employees the attractiveness and benefits of the workplace (Moroko and Uncles, 2008). It facilitates the development of an Employee Value Proposition (EVP) and promotes this proposition internally (Backhaus, 2016). The IOB process encompasses three key dimensions: effectively conveying the brand values to employees (Ahmed and Rafiq, 2003), ensuring that employees consistently embody these brand messages to deliver on the brand's promise and meet customers' expectations of the Brand Experience (BEX) (Boone, 2000), and implementing the process across all levels of the organization to ensure alignment between management and staff in terms of behaviors and values (Mahnert and Torres, 2007).

There are three individual dimensions considered integral to Internal Branding (IOB): BKL, BEX, and BIM. Research indicates that IOB frequently falls short in organizations due to three primary issues: employees' inadequate BKL (King and Grace, 2008), insufficient experience with BEX (Kimpakorn and Tocquer, 2009), and a lack of sufficient BIM (Miles and Mangold, 2004). Therefore, the hypothesis is formulated as follows:

Hypothesis 4: IOB positively influences EBBE.

In this study, OCB is conceptualized as a high-order latent construct with three components, namely BKL, BEX, and BIM.

2.8.1. Employee Brand Knowledge

King (2010) asserts that Keller's concept of consumer BKN is equally applicable to employees. Therefore, BKN can shape employee behaviors in ways that align with organizational goals. Consequently, BKN is crucial for enabling employees to fulfill the brand promise. Research supports this view, indicating that

BKN is essential for converting BIM into a tangible brand reality (Khan, 2009; Miles and Mangold, 2004). Furthermore, King and Grace (2008) emphasize the importance of employees possessing advanced knowledge, not just for technical proficiency, but also to inspire them to actively deliver on the brand promise. According to King and Grace (2008), BKN forms a major part of IOB. Therefore, the hypothesis is stated as follows:

Hypothesis 4-1: BKN is significantly associated with IOB.

2.8.2. Employee Brand Experience

BEX encompasses the sensations, feelings, cognitions, and behavioral responses elicited by brand-related stimuli. BEX can occur during both direct and indirect interactions with the brand (Brakus et al., 2009), and this concept extends to employees as well. While consumer BEX is typically divided into four dimensions namely sensory, affective, behavioral, and intellectual (Brakus et al., 2009), the BEX of employees is influenced by additional factors such as the company's management style, HRM practices, and cross-functional coordination (King and Grace, 2008). These elements significantly shape employees' perceptions of the brand and their behaviors and commitment towards the brand. With a consistent employee experience, employees should exhibit the desired BIM (Miles and Mangold, 2004). According to Chen (2013), employees' BEXs are essential in the IOB process. Therefore, the hypothesis is formulated as follows:

Hypothesis 4-2: BEX is significantly associated with IOB.

2.8.3. Employee Brand Image

In the field of IOB, BIM is the outcome of the employer branding process. It refers to the image of the organization seen through the lens of existing employees (Soni, 2020). It can be argued that employees who have a holistic BIM are able to integrate what they have perceived, mental knowledge, and physical experience into one picture (Hsieh et al., 2004). Moreover, Knox and Freeman (2006) describe the BIM as simply the picture that an audience has of an organization through the accumulation of all received messages. Kimpakorn and Tocquer (2009) have found that an employee's BIM has a significant influence on an employee's behavior. Therefore, the hypothesis is formulated as follows:

Hypothesis 4-3: BIM is significantly associated with IOB.

2.9. The Mediating Role of Constructs in Structural Model

Hypothesis 5: EBBE plays a mediating role in the relationship between ORC and OCB.

Hypothesis 6: ORC plays a mediating role in the relationship between IOB and OCB.

2.10. The Effect of Demographic Variables on Path Coefficients

Hypothesis 7-1: The business field moderates the path coefficients of the structural model.

Hypothesis 7-2: Ethnicity moderates the path coefficients of the structural model.

Hypothesis 7-3: The gender moderates the path coefficients of the structural model.

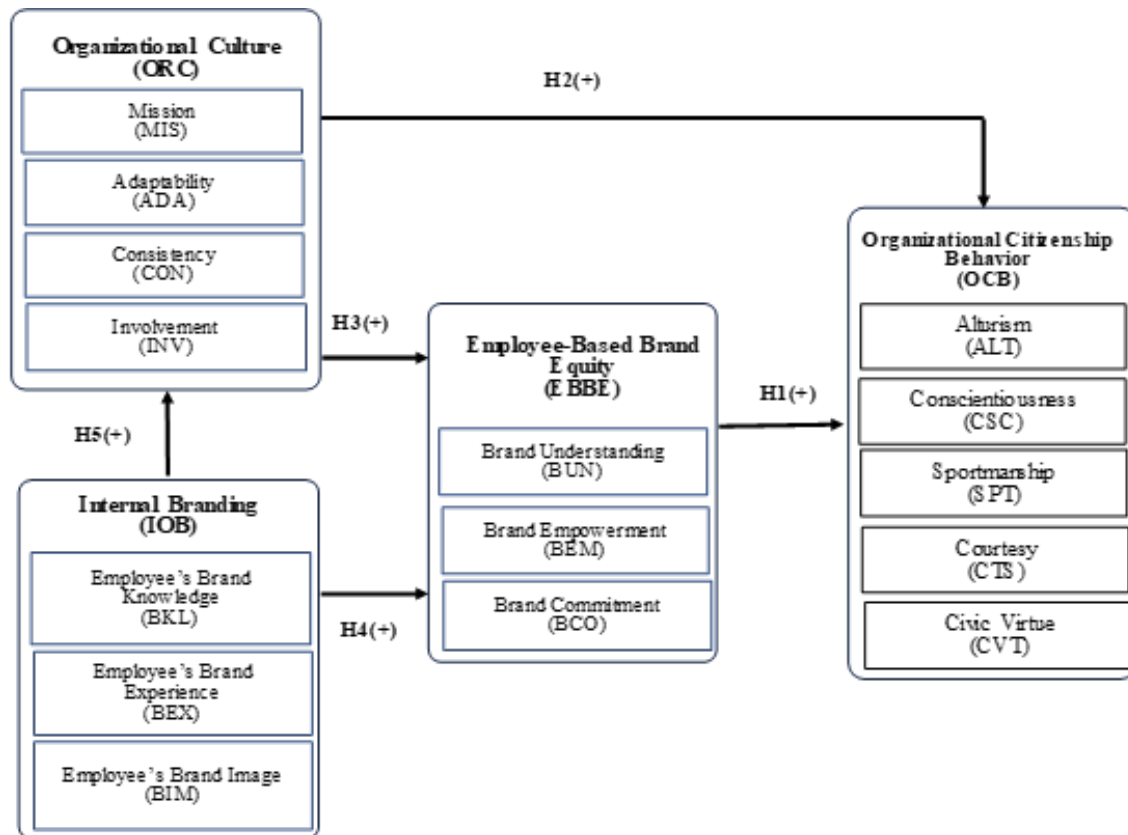
Hypothesis 7-4: The age moderates the path coefficients of the structural model.

Hypothesis 7-5: The education level moderates the path coefficients of the structural model.

Hypothesis 7-6: The work experience moderates the path coefficients of the structural model.

2.11. Conceptual Research Model

Figure 1. Proposed Conceptual Research Model for the Study



3. Methodology

3.1. Research Methodology

Recently, PLS-SEM analysis is becoming more popular (Ali et al., 2018). PLS-SEM offers advantages because it does not require distributional assumptions (Hair et al., 2012). SmartPLS gives easy access to the research method. It is designed explicitly for SEM analysis and allows researchers to analyze complex relationships between variables and test hypotheses in their data. Therefore, the PLS-SEM method is used.

3.2. Measurement Scales

The OCB is measured by assessing a higher-order latent construct of the formative model with five components such as ALT, CSC, SPT, and CVT. The EBBE is measured by assessing a higher-order latent construct (HOC) of the reflective model with three components, namely BUN, BEM, and BCO. ORC is measured by assessing a higher-order latent construct of the formative model with four components, such as MIS, ADA, CON, and INV, and IOB is measured by assessing a HOC of the formative model with three components, namely BKL, BEX, and BIM. The draft scale inherits the original scale of 60 observed variables (see Table 1). The draft scale was supplemented and completed by a focus group discussion of 7 experts who are managers at various levels of tourism businesses and university lecturers.

Table 1: Measurement Scales

Variables	Encoded scales	Quantity of observables	References
Altruism	ALT	4	Podsakoff et al. (1990); Kwon (2013)
Conscientiousness	CSC	4	Podsakoff et al. (1990); Kwon (2013)
Sportsmanship	SPT	4	Podsakoff et al. (1990); Kwon (2013)
Courtesy	CTS	4	Podsakoff et al. (1990); Kwon (2013)
Civic Virtue	CVT	4	Podsakoff et al. (1990); Kwon (2013)
Brand Understanding	BUN	4	King and Grace (2009)
Brand Empowerment	BEM	4	Denison et al. (2006)
Brand Commitment	BCO	4	Kwon (2013)
Employee's Brand Knowledge	BLK	4	Chen (2013)
Employee's Brand Experience	BEX	4	Chen (2013)
Employee's Brand Image	MIS	4	Chen (2013)
Mission	MIS	4	Denison et al. (2006)
Adaptability	ADA	4	Denison et al. (2006)
Consistency	CON	4	Denison et al. (2006)
Involvement	INV	4	Denison et al. (2006)

3.3. Research Sample

The population of the study is employees with the following characteristics: gender, including both men and women, ages 18-55, work experience, ethnicity, and business fields. The sampling method employed was non-probability-based, including convenient, snowball, and intentional methods.

The research utilized a direct interview technique with a Likert scale. The survey subjects were workers employed for at least one year in tourism businesses in the Middle Highlands, namely Dak Lak and Dak Nong Provinces of Vietnam. The sample size was determined using the Cochran (1977) formula, that is:

$$n = Z^2 p(1-p)/e^2 \quad (1)$$

Where:

“Z” - With the selected 95% confidence interval reliability, Z is 1.96.

“p” - The success rate in sample size estimation (choose p = 0.5).

“e” – The permissible error (choose e = ±0.05).

Thus:

$$n = 1.96^2(0.5)(1-0.5)/0.05^2 = 384 \text{ observations.}$$

Therefore, the authors project that the minimal sample size of this study is 390 observations.

3.4. Data Collection Method

The study employed 480 questionnaires distributed through purposive and snowball sampling methods. Of these, the questionnaires allocated to the hotel sector were 150, restaurants were 180, tourism businesses were 50, and other businesses were 100. The results obtained were 415 sheets of questionnaires, of which 20 were invalid, and 395 were used. Data is processed by SmartPLS 4.

To avoid the possibility of dishonesty in the survey, the authors consciously refrained from incorporating trigger questions or superfluous inquiries, prioritizing the significance of the study and abstaining from providing material incentives.

3.5. Data Processing

The PLS-SEM method was employed to expand structural theory and evaluate low-order and high-order models through various reliability and validity measures.

Data analysis steps are (i) Sample statistical analysis; (ii) Evaluate the measurement model of the lower order (LOC) model: For reflective measurement scales by assessment of Cronbach's Alpha, CR, convergence validity (outer loadings), cross-loading, AVE and discriminant validity (HTMT, and Fornell-Larcker criteria); For the formative model by assessing the level of accuracy convergence, evaluating discriminant value, checking multicollinearity, evaluating the statistical significance of weights; (iii) Evaluate HOC: By assessing outer weight, checking for multicollinearity for the formative model; Assessment of reflective model is performed by the quality of low-level variables (Outer loading), assessment of construct reliability and validity (Cronbach's Alpha, CR, AVE); (iv) Evaluate the structural model by assessment of multicollinearity between LOC (Outer VIF), assessment of the effect relationship (Path coefficients), assessment of multicollinearity between variables in the model (Inner VIF values), assessment of the level of explanation of the independent variable for the dependent variable (R^2), and the influence of the independent variable (f^2), assessment of predictive relevance (Q^2), and effect size (q^2).

4. Results

The investigation was conducted using an actual sample size of 395 observations. The result of data processing is shown in Table 2.

Table 2: Frequency of Observation

Characteristics		Frequency	Rate (%)
Sex	Male	152	38.5
	Female	243	61.5
Age	Under 25	83	21.0
	From 25 to under 35	152	38.5
	From 35 to under 45	98	24.8
	Over 45	62	15.7
Business Field	Hotel	133	33.7
	Restaurant	162	41.0
	Travel agency	20	5.1
	Others	79	20.2
Education	Undergraduate	108	27.3
	Graduate	251	63.5
	Postgraduate	36	9.2
Work experience	Under 10 years	181	45.8
	From 10 to under 20 years	117	29.6
	From 20 to under 30 years	64	16.2
	From 30 – over 30 years	33	8.4
Ethnicity	Kinh	281	71.1
	Tay	29	7.3
	Ede	46	11.6
	Others	39	10.0

4.2. Evaluation of the Measurement Model for the Lower Order Construct

4.2.1. Assessing the Reliability and Validity of Indicators

The analysis results indicated that the outer loadings for all indicators surpassed 0.7 (see Figure 2). This means that all observed variables fit with the key concepts in the scales of each indicator. Furthermore, the extracted variance (AVE) for all indicators matches the condition of being greater than 0.5, confirming the convergence of all indicators (see Table 3).

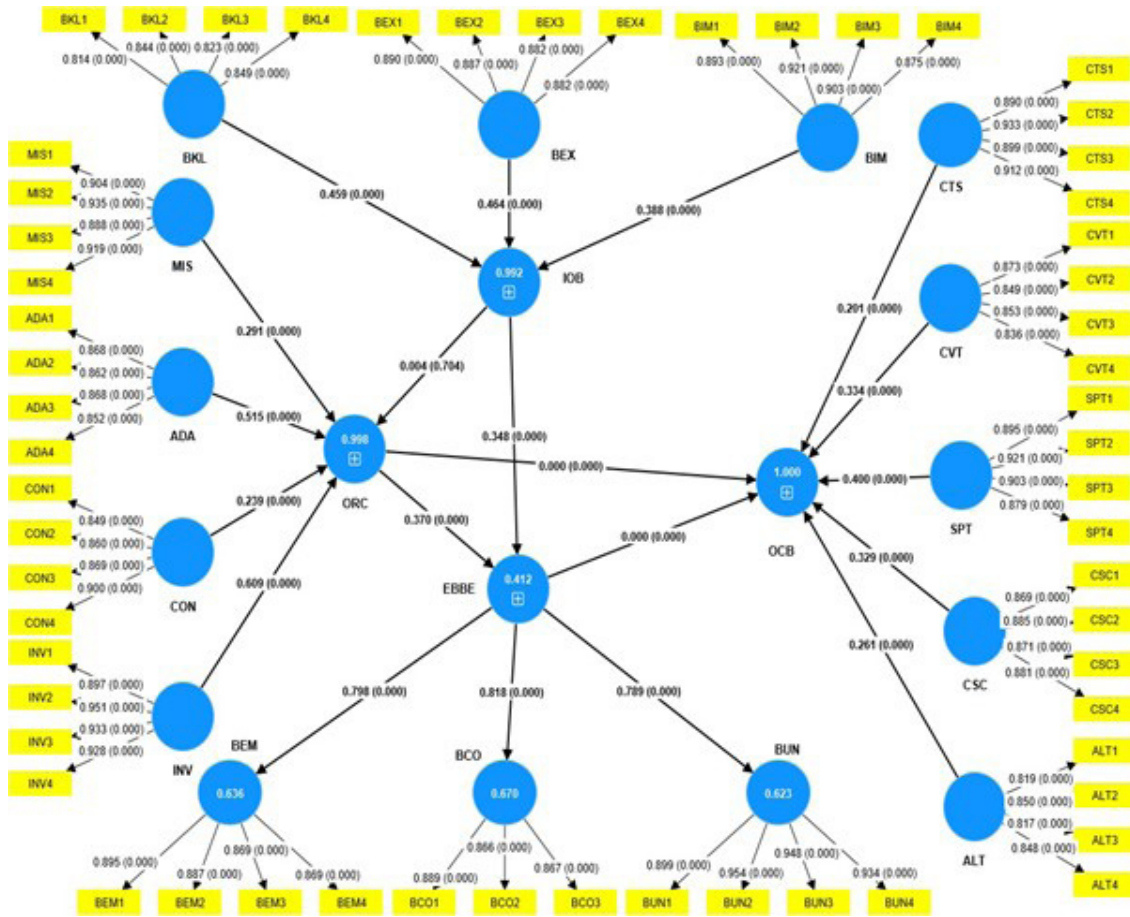


Table 3: Reliability and Validity of Scales

Constructs	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
ADA	0.886	0.886	0.921	0.744
ALT	0.854	0.856	0.901	0.695
BCO	0.845	0.845	0.906	0.764
BEM	0.903	0.904	0.932	0.775
BEX	0.908	0.909	0.935	0.783
BIM	0.920	0.920	0.943	0.807
BKL	0.853	0.858	0.901	0.694
BUN	0.951	0.952	0.965	0.872
CON	0.893	0.917	0.925	0.756
CSC	0.900	0.902	0.930	0.769
CTS	0.930	0.946	0.950	0.826
CVT	0.875	0.877	0.914	0.727
INV	0.946	0.947	0.961	0.860
MIS	0.932	0.936	0.952	0.831
SPT	0.921	0.922	0.944	0.809

The results of data processing show that the CR of the constructs is greater than 0.7, and the AVE of constructs is greater than 0.5. That means the constructs meet Reliability and Validity (see Table 3).

4.2.2. Assessment of Discriminant Validity of Scales

The discriminant validity of the scales is assessed using the HTMT and Fornell-Larcker criteria. The HTMT index of latent variables is less than 0.85, and the square roots of AVE are greater than the coefficients in the same column (see Table 4a, 4b and 5a, 5b). Cross-loading tests show acceptable indicators, and bootstrapping tests show high discriminant validity, indicating that the scales do not measure other latent constructs.

Table 4a: HTMT Ratios

Constructs	ADA	ALT	BCO	BEM	BEX	BIM	BKL	BUN
ADA								
ALT	0.322							
BCO	0.389	0.451						
BEM	0.432	0.434	0.607					
BEX	0.321	0.243	0.404	0.311				
BIM	0.384	0.348	0.422	0.415	0.520			
BKL	0.321	0.278	0.393	0.383	0.193	0.537		
BUN	0.281	0.385	0.529	0.433	0.312	0.402	0.388	

Table 4b: HTMT Ratios

Constructs	CON	CSC	CTS	CVT	INV	MIS	SPT
CON							
CSC	0.148						
CTS	0.107	0.142					
CVT	0.134	0.444	0.146				
INV	0.044	0.235	0.272	0.386			
MIS	0.055	0.232	0.079	0.253	0.157		
SPT	0.131	0.382	0.163	0.419	0.361	0.231	

Table 5a: Fornell-Larcker Criterion

Constructs	ADA	ALT	BCO	BEM	BEX	BIM	BKL
ADA	0.863						
ALT	0.281	0.834					
BCO	0.336	0.383	0.874				
BEM	0.388	0.382	0.531	0.880			
BEX	0.289	0.214	0.356	0.284	0.885		
BIM	0.347	0.311	0.372	0.379	0.477	0.898	
BKL	0.282	0.238	0.335	0.339	0.174	0.478	0.833
BUN	0.258	0.348	0.474	0.402	0.291	0.377	0.352

Table 5b: Fornell-Larcker Criterion

Constructs	CON	CSC	CTS	CVT	INV	MIS	SPT
CON	0.870						
CSC	0.137	0.877					
CTS	0.098	0.135	0.909				
CVT	0.119	0.397	0.136	0.853			
INV	-0.035	0.218	0.258	0.351	0.928		
MIS	0.053	0.214	0.074	0.228	0.149	0.912	
SPT	0.123	0.350	0.160	0.377	0.337	0.215	0.900

4.3. Assessment of the Higher-Order Construct Measurement Model

4.3.1. Convergence Validity of Formative Model

The convergence validity of the formative higher-order model of the latent constructs ORC, IOB, and OCB was evaluated by using a technique introduced by Chin (1998) called redundancy analysis. The measurement criterion for convergent validity is that the standardized beta of the complete coefficient is 0.708 (Hair et al., 2016). Results showed convergence validity for ORC with a beta coefficient of 0.792, R2 equal to 0.627 (see Figure 3); convergence validity for IOB with a beta coefficient of 0.890, R2 equal to 0.792 (see Figure 4); and convergence validity for OCB with a beta coefficient of 0.853, R2 equal to 0.728 (see Figure 5). Therefore, constructs ORC, IOB, and OCB meet the convergence validity.

Figure 3: Formative Model of Contract ORC



Figure 4: Formative Model of Contract IOB

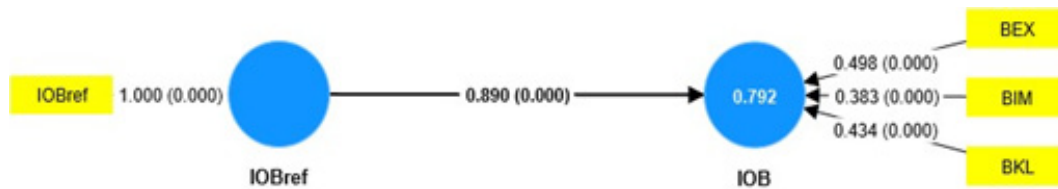
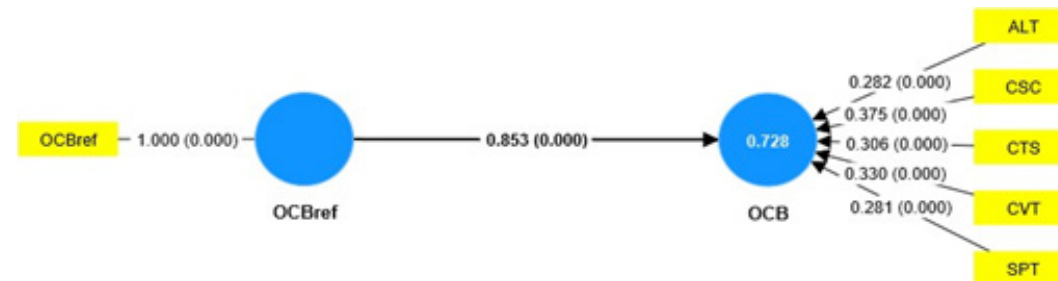


Figure 5: Formative Model of Contract OCB



4.3.2. Reliability and validity of of Reflective Model

Reliability and validity of EBB construct of reflective model is reliable (see Table 6).

Table 6: Convergence Validity of EBBE latent Construct

Construct	Cronbach's alpha	Composite	Composite	Average variance extracted (AVE)
		reliability (rho_a)	reliability (rho_c)	
EBBE	0.726	0.729	0.846	0.647

4.3.3. Assessment of Quality of Variance of Lower (First) Order

Research results show that the p-value outer weights of OCB, IOB, and ORC and outer loadings of EBBE are less than 0.05. Thus, these lower-order latent constructs of the formative and reflective model are reliable. Moreover, the results of the multicollinearity evaluation of the formative models show that all VIF values are less than 3 (see Table 7).

Table 7: Testing Results of the Higher-Order Construct (HOC)

HOC	LOC	Outer Weights	Outer loadings	P value	T statist	VIF (Outer model)
OCB	ALT	0.364		0.000	7.297	1.208
	CSC	0.329		0.000	5.914	1.262
	SPT	0.254		0.000	4.631	1.367
	CTS	0.165		0.000	3.802	1.042
	CVT	0.409		0.000	8.236	1.326
IOB	BKL	0.470		0.000	6.720	1.303
	BEX	0.461		0.000	7.849	1.300
	BIM	0.385		0.000	4.975	1.635
EBBE	BUN		0.765	0.000	30.176	
	BEM		0.814	0.000	38.048	
	BCO		0.832	0.000	47.451	
	MIS	0.321		0.000	5.962	1.031
ORC	ADA	0.509		0.000	10.076	1.049
	CON	0.244		0.000	4.789	1.012
	IVN	0.598		0.000	5962	1.058

The total indirect effect of IOB on OCB is 0.476 (see Table 11). The result of the specific indirect effects shows that ORC plays a mediating role between IOB and OCB, EBBE plays a mediating role between IOB and OCB, and ORC with EBBE plays a mediating role between IOB and OCB with effects of 0.182, 0.174 and 0.120 respectively. That means $0.476 = 0.182 + 0.174 + 0.120$ (see Table 12).

Table 12: Specific Indirect Effects

Paths	Specific Indirect Effects
IOB -> ORC -> EBBE -> OCB	0.120
ORC -> EBBE -> OCB	0.203
IOB -> ORC -> OCB	0.182
IOB -> EBBE -> OCB	0.174
IOB -> ORC -> EBBE	0.227

4.5. Multigroup Analysis

The multigroup analysis (MGA) was conducted. To accommodate the managerial implications of focusing on gender, age, work experience, business fields, and ethnicity. The MGA shows that except for gender and work experience, the remaining variables moderate the relationship between OCB, EBBE, ORC, and IOB.

The result of assessing the impact of the respondents' age shows that the path coefficients of IOB -> EBBE, ORC -> EBBE, and IOB -> ORC have differences under the impact of age (see Table 13)

Table 13: Effects of Age

Paths	Under 25 - From 35 to under 45			
	From 35 to under		Difference	P value
	Under 25	45		
IOB -> EBBE	0.574	0.252	0.322	0.03
ORC -> EBBE	0.121	0.488	-0.367	0.02
Paths	Under 25 - Over 45			
	Under 25	Over 45	Difference	P value
	ORC -> EBBE	0.121		
Paths	From 25 to under 35 - Over 45			
	From 25 to under		Difference	P value
	35	Over 45		
EBBE -> OCB	0.427	0.661	-0.234	0.028
Paths	From 35 to under 45 - Over 45			
	From 35 to under		Difference	P value
	45	Over 45		
IOB -> ORC	0.252	0.324	-0.072	0.027

The result of assessing the impact of business fields shows that the path coefficients of IOB -> ORC have a difference under the impact of the business fields (see Table 14).

Table 14: Effects of Business Field

Paths	Restaurants - Others			
	Other tourism service		Difference	P value
	Restaurant	business		
IOB -> ORC	0.470	0.736	-0.266	0.001

The result of assessing the impact of ethnicity shows that the path coefficients of ORC -> EBBE, IOB -> ORC, IOB -> EBBE, ORC -> EBBE, IOB -> ORC, ORC -> EBBE, IOB -> EBBE, IOB -> ORC, and ORC -> EBBE have a difference under the impact of ethnicity (see Table 15).

Table 15: Effects of Ethnicity

Paths	Kinh - Tay			
	Kinh	Tay	Difference	P value
ORC -> EBBE	0.277	0.696	-0.418	0.020
Paths	Kinh - Ede			
	Kinh	Ede	Difference	P value
IOB -> ORC	0.603	0.776	-0.172	0.031
Paths	Kinh - Others			
	Kinh	Others	Difference	P value
IOB -> EBBE	0.426	-0.075	0.501	0.004
ORC -> EBBE	0.277	0.819	-0.541	0.002
Paths	Tay - Ede			
	Tay	Ede	Difference	P value
IOB -> ORC	0.357	0.776	-0.418	0.004
ORC -> EBBE	0.696	0.109	0.587	0.034
Paths	Ede - Others			
	Ede	Others	Difference	P value
IOB -> EBBE	0.582	-0.075	0.657	0.016
IOB -> ORC	0.776	0.523	0.252	0.033
ORC -> EBBE	0.109	0.819	-0.71	0.007

The result of assessing the impact of the respondents' educational level shows that the path coefficients of ORC -> EBBE, IOB -> ORC, and IOB -> ORC have a difference under the impact of education (see Table 16).

Table 16: Effects of Education

Paths	Undergraduate - Graduate			
	Undergraduate	Graduate	Difference	P value
ORC -> EBBE	0.542	0.325	0.217	0.046
Paths	Undergraduate - Postgraduate			
	Undergraduate	Postgraduate	Difference	P value
IOB -> ORC	0.596	0.817	-0.22	0.034
Paths	Graduate - Postgraduate			
	Graduate	Postgraduate	Difference	P value
IOB -> ORC	0.571	0.817	-0.246	0.013

5. Discussions

The objective of the study is to test 29 research hypotheses. Based on the structural model estimation, results show that 28 hypotheses have no evidence to reject, and only one hypothesis related to the moderating effect is rejected (H7-3 and H7-6). Thus, we can assume that the results do not change compared to theory, previous related studies, or the expert opinions and suggestions of the authors.

The results show that ORC is composed of ADA, CON, INV, and MIS. This is consistent with the study by Denison (1990) and Draft (2012). The results of the study also show that ORC has a direct and indirect effect on OCB through EBBE. Firstly, ORC has a direct and positive impact on OCB. This is consistent with the study by Muhdar et al. (2015). The components of the OCB are ALT, CSC, CTS, CVT, and SPT (Organ, 1988; Podsakoff et al., 2000). This indicates that the management of tourism businesses aims to strengthen the ORC to increase the OCB. Secondly, EBBE has a direct and positive impact on OCB. This shows that the EBBE, namely BCO, BEM, and BUN, influences the employees' OCB in the tourism businesses. Thirdly, IOB has a direct and positive impact on ORC. This shows that the IOB, namely BEX, BIM, and BKL, influences the ORC of the tourism businesses. Fourthly, IOB has a direct and positive impact on EBBE. This shows that the IOB, namely BEX, BIM, and BKL, influences the EBBE of the tourism businesses. Fifthly, ORC plays a mediating role in the relationship between IOB and OCB. Moreover, a strong ORC, namely ADA, CON, INV, and MIS, actively affects OCB. Fourthly, EBBE plays a mediating role in the relationship between IOB and OCB, as well as between ORC and OCB. Moreover, a strong EBBE, namely BCO, BEM, and BUN, actively affects OCB.

The results of MGA show that the path coefficients between the constructs in the structural model change in accordance with the age, education level, work experience, business fields, and ethnicity of employees.

The results of model testing confirm that ORC, EBBE, and IOB help enhance the OCB of tourism business employees.

6. Conclusions

The theoretical contribution of this study is that, different from the research results by Moorman and Blakely (1995) and Williams (1988), Skarlicki and Latham (1995), and Tschannen-Moran (2001), this study confirms Organ's (1988) view that Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic virtue are determinants of OCB. Furthermore, the result of this study affirms the role of ORC in forming EBBE and

OCB as well as the mediating role of EBB in the relationship between ORC and OCB. IOB also is an antecedent of ORC and EBBE.

The research results explore the direct impact of ORC on OCB through 4 components in the form of a formative higher-order construct (HOC) model, namely ADA, CON, MIS, and INV; the direct impact of EBBE on OCB through 3 factors in the form of a reflective higher-order construct (HOC) model, namely BCO, BEM, and BUN, as well as the mediating role of ORC in the relationship between IOB and EBBE of tourism businesses in MHV. The results of this study do not change compared to the theory, previous related studies, the experts' opinions, and the authors' recommendations.

Until now, the approaches of studies on ORC and EBBE impact on OCB employees in tourism with the mediating role of ORC and EBBE have not been integrated. Therefore, this study fills the research gap by examining the mediating role of ORC in the relationship between IOB and EBBE of tourism businesses in MHV. Building a higher-order construct with a formative model to examine the relationship between the concept of OCB, ORC, and IOB, or a higher-order construct EBBE with the reflective model and its components, is a new point of this study.

The MGA examines the difference in the path coefficients of the constructs in the structural model, which provides information for any management of tourism businesses to develop appropriate human resource management (HRM) practices for different groups of employees depending on their age, work experience, business fields, and ethnicity.

7. Practical Implications

The study's findings are to identify and measure the factors affecting OCB in the tourism industry, along with confirming the components of OCB, EBBE, and IOB. From the research results and after consultation with a group of experts on the research results, the authors propose some management implications for tourism businesses at MHV as follows:

Firstly, since EBBE has the largest positive impact on OCB, with a beta coefficient of 0.524, and plays an important mediating role in the relationship between IOB and OCB, as well as between ORC and OCB, tourism businesses need to strengthen BUN to increase employees' perceptions regarding their roles and responsibilities in brand success and their skills in delivering the brand promise; to enhance the BEM by giving power and discretion to employees to make job-related decisions, granting decision-making authority to employees to enhance performance; to promote employee BCO to attach employees to the brand, to lead to employees' attitudinal attachment and behavioral loyalty.

Secondly, ORC also has the same impact on OCB. Tourism businesses need to focus on developing ORC, such as building a prospective mission that helps the audience understand the purpose of the business brand and what it aims to achieve; creating organizational capacity to adapt to situations and solve problems ingeniously and creatively; maintaining sustainability, namely interconnectedness, integration, or cohesion of members around the maintaining of organizational beliefs, values, and norms; and making employees feel a sense of commitment and belonging, including the extent to which they feel they have a say in decisions that affect their work.

Thirdly, IOB has a direct impact on EBBE with a beta coefficient of 0.331. It indicated that IOB enhanced employees' positive attitudes and behaviors toward the business brand through social exchange. If an organization's HRM offered a supportive environment and strategies through social exchange, employees would tend to reciprocate with positive attitudes and behaviors (Han et al., 2009; Zhang & Jia, 2010). On the other hand, IOB can be part of strategic HRM (Kucherov & Zavyalova, 2012). Strategic HRM, the framework of HRM that an organization has built and introduced to achieve organizational goals, has mainly focused on making organizations successful through the efficient use of internal resources (Hamadamin & Atan, 2019). In Addition, invest in IOB to make work meaningful. Tourism businesses need to devote more resources to IOB strategies, a point that was also suggested in prior research (Lu et al., 2015). In order to make employees' work meaningful, a tourism business needs to pay more attention to job design, organizational atmosphere, and social responsibility activities and design an organizational system that gives employees a certain degree of autonomy and responsibility for decision-making in their work. To shape an optimal organizational

atmosphere, a tourism business can provide a friendly work environment, increase a sense of belonging through regular internal party events, and include team collaboration in performance appraisals.

Fourthly, IOB has a direct impact on ORC with a beta coefficient of 0.588. IOB improves ORC, fostering a sense of identity and belonging among employees. Through strategic IOB initiatives, tourism businesses can cultivate a workplace culture. IOB can be a powerful tool to transform an existing ORC. By redefining and clearly communicating the new vision and values through IOB strategies, organizations can shift perceptions, behaviors, and attitudes within the workplace culture. Therefore, to strengthen culture, the tourism business needs to create a strong alignment between the brand's external promise and its internal practices.

Fifthly, IOB has a total indirect impact on OCB through EBBE and ORC, with a beta coefficient of 0.476. The result of the specific indirect effects shows that ORC plays a mediating role between IOB and OCB, EBBE plays a mediating role between IOB and OCB, and ORC with EBBE plays a mediating role between IOB and OCB with effects of 0.182, 0.174 and 0.120 respectively. Because effective IOB enhances employee OCB, tourism business managements need to invest in internal brand development, focusing on improving employee BKN to influence organizational behavior function and create capacity for employees to implement the brand promise to enhance employee BEX that helps shape employees' perceptions of the brand and behavior towards the brand and BCO; and to enrich employee BIM that helps employees to be able to integrate what they have perceived, mental knowledge, and physical experience into a comprehensive picture.

Finally, the Vietnam tourism businesses should focus on specific HRM practices for employees (i) who work in business fields other than hotels, restaurants, and travel agencies because this is the group that has greater influence than other groups in mediating the impact of IOB on ORC; (ii) special attention should be paid to ethnic minorities such as Tay and Ede because the path coefficient of ORC -> EBBE, IOB -> ORC, IOB -> EBBE, ORC -> EBBE, IOB -> ORC, ORC -> EBBE, IOB -> EBBE, IOB -> ORC, and ORC -> EBBE have a difference under the impact of ethnicity, and because of the Vietnamese government's ethnic diversification policy; (iii) who are under the age of 25 because of their impact on the relationship between IOB and EBBE, those between the ages of 35 and 45 because of their strong influence on the relationship between ORC and EBBE, and employees over the age of 45 because of their influence of the relationship between EBBE and OCB; and (iv) undergraduate employees because of their strong influence on the relationship between ORC and EBBE, and postgraduate employees because they greatly affect IOB and ORC.

8. Limitations

This study only assesses and measures the impact of the elements of ORC in the form of ADA, CON, MIS, and INV or EBBE in the form of BCO, BEM, and BUN and IOB in the form of BEX, BIM, and BKL. However, exploration of the specific technological tools and platforms used in tourism businesses that impact EBBE, such as augmented reality, online and app booking systems, social media platforms, open data projects, etc., have not been considered. Furthermore, how modern digital marketing trends intersect with internal branding efforts is also considered a crucial issue in the digital world is not paid attention. These suggest future research.

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