



ISSN: 2288-7709 © 2021 KODISA & ICMA.
<http://www.icma.or.kr>
 doi: <http://dx.doi.org/10.20482/jemm.2021.9.1.41>

The Influence of External Mobile Branding Consumption Activities on Employee Brand Commitment and Consumer

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Received: October 8, 2020. Revised: November 21, 2020. Accepted: February 23, 2021.

Abstract

Purpose: In general, when a company wants to build a brand, its brand managers research the market and industry trends and then make decisions regarding the brand architecture and brand positioning development. This study was conducted not only in the service industry but also in manufacturing, finance, public institutions, and a variety of other business institutions. This led to a statistically significant difference between the status of external mobile branding for each business sector, and brand commitment and performance. **Research Design, Data and Methodology:** External mobile brand communication activities influence on employees' brand commitment. External mobile brand communication has a greater impact on employee brand commitment than any other factors. **Result:** Among the three external mobile branding activity variables, the external mobile brand communication variables have the greatest impact on employee brand performance. This supports the arguments proposed by that external mobile brand communication has a greater impact on employee brand commitment than any other factors. **Conclusion:** As a result, public institutions, such as ordinary businesses, need to recognize that external branding activities that enhance employee brand performance should be a key management activity. In contrast, financial institutions have the highest leadership activities and employee brand commitment.

Keywords: External Mobile Branding Consumption Activities, Employee Brand Commitment, Employee Brand Performance

JEL Classification Code: M30, M31, M39

1. Introduction¹

In general, when a company wants to build a brand, its brand managers research the market and industry trends and then make decisions regarding the brand architecture and brand positioning development. In addition, they create advertising and media strategies for brand communication. However, although these activities may increase brand awareness of the company and 'force' target customers to commit to the corporate brand, they are not sufficient for building customer trust and loyalty as well as advertising, customers experience the brand of a company through various channels, such as employees and suppliers at the customer interface. However, if the customers' experience of the company's brand is not consistent, it will be difficult to build brand trust in the company. Brand power relies on consistency among the brand identity components, which can be measured by how often a consumer buys and recommends a company's product (Garvey et al, 2016). This consistency aims to minimize the difference between the ideal brand identity and how the brand is perceived externally. Maintaining corporate brand consistency is not easy. Simply maintaining consistency among formal communications such as brand advertising is not sufficient for a company to achieve a strong brand identity. This is because customers experience the corporate brand through various interfaces, which include advertising. One such interface is the company's "work force" (Lee,

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2019). The work force includes not just marketing employees but also employees who directly or indirectly affect the company's products or services (Han et al, 2017). If employees fail to recognize and understand their company's brand identity, it is possible for their language and behavior to inadvertently undermine the brand identity that the company is trying to express. Thus, in order to achieve a strong brand identity, an implementation of external mobile brand management needs to take place first. External mobile branding has recently been recognized as an effective tool for creating and maintaining a strong brand. Various brand elements that are created by external branding, such as customer loyalty, high market share, or price premium, are not easily imitated by other competitors, which has been shown since 2009 (Herbst et al, 2012). Additional studies have shown that the competitive advantage attained by a company's visible and functional benefits cannot be permanent. The authors claim that competitive advantage in the red ocean market today can be gained by means of intangible factors, such as technology and knowledge (Hoffman & Daugherty, 2013). Functional values lacking unique and distinct attributes can be easily copied. Recently, brand's net capital is founded on the equivalent of a customer-based, customer-based equity (CBBE) model, and it suggests that it appears as an unlucky keyword (Hsu et al, 2016).

This study identifies the limits of corporate branding activities that consist of only extreme competition and external targeting of customers, which have been recognized as effective tools for creating and maintaining a strong brand in the past. Corporate mobile branding activities affect employee brand commitment, and ultimately brand creation and brand performance. The purpose of this study is to: First, it identifies the impact of external mobile brand communication activities within an organization on employees' dedication to the brand. Second, it identifies the impact of brand-based company human resource activities on employees' commitment to the brand. Third, it identifies the impact of brand-based leadership activities on employees' dedication to the brand. Fourth, it identifies the impact of employees' commitment on brand performance.

It also supports the results of existing studies which show that the deployment of an open communication environment should be a precursor to external mobile branding activities. This is based on existing literature that has shown that two other variables in addition to external mobile brand communication may depend on organizational culture, and those are HR activities based on the brand and leadership activities based on the brand. This study was conducted not only in the service industry but also in manufacturing, finance, public institutions, and a variety of other business institutions. This led to a statistically significant difference between the status of external mobile branding for each business sector, and brand commitment and performance.

2. Theoretical Background

2.1 External Branding

To date, a clear definition of external mobile branding, its components, processes, and effects have not been established. Studies related to external branding include "Employee branding," "outer branding," and "Inside - Out Branding" (Jiang & Menguc, 2012). The basic concept behind an existing study on external branding is that the brand commitment of a company is recognized as an important brand resource for improving the brand performance of the company. External branding is defined as a set of activities that enable employees to recognize and support a company's brand value and identity in order to communicate brand promises through employees (Kaleka & Morgan, 2017).

2.2. External Brand

External brand communication is an activity that shares corporate brand values and identities by means of an in-person method, such as education, seminars, and reporting. Traditionally, external branding has been important, as marketers recognize their responsibility to develop external mobile communications (Murfield & Esper, 2016). Currently, there is a perception that in order to successfully implement a marketing strategy that properly positions a company's product or service in the market, brand marketing ideas must first be shared with the employees who will implement such a strategy. External branding has been recognized as a part of the marketing realm. Employees can understand the company's brand in relation to their roles, making them key to the communication of brand commitments to their customers. Additionally, the role of the brand is becoming increasingly important in the process of employees showing consistent, positive organizational behavior and producing results that effectively achieve an organization's goals (Pagano et al, 2016). A "brand based HR activity" is a human resource activity that is based around the brand value of the company, ultimately satisfying the workforce by making employees aware of the role that they are supposed to play and the value that they have.

The corporate brand values established by the marketing and branding departments should be shared and aligned across all

areas of the firm. The role of the manager is important; when a manager of a company has a broad understanding of brand marketing and human resource management theory, they make efforts to connect the brand value of a company to its employees, and expect managers to have appropriate attitudes (Palmatier et al, 2013). It has been noted that external branding is extensive in all areas of marketing, management, and human resources. This is the basic framework and philosophy behind external branding. The company's managers are not only managing external elements, such as employee benefits and the work environment, but also building a brand identity for the company. It introduces HRM bundles, which affect the performance of an organization. The three elements of HRM bundles include technology-enhancing, motion-enhancing, and empowering activities. When combined, the three elements have a synergistic effect, making the combined elements more powerful than each independent component (Roper & Davies, 2010).

2.3. Leadership based on Brand

Cast-oriented leadership is created from the perspective of the consumer. It attempts to discover what the brand should mean, and it makes efforts to efficiently and effectively communicate its brand identity (Saaksjarvi & Samiee, 2011). Intra-brand communications without leadership can be compromised by a lack of reliability and urgency. Leadership based on brands can be divided into two main categories depending on their scope. The first is broad leadership by CEOs and directors, and the second is consultation leadership, in which managers in organizations act as role models for their subordinates. According to social learning theory, humans learn new attitudes and behaviors by observing and copying other people's actions. This social learning is an informal part of the process in which employees learn about corporate brand standards and values. To create leadership based on the brand, a corporate leader must recognize that each company's brand is strong, friendly, and uniquely differentiated by its staff. When employees recognize themselves as brand resources within the organization, they are motivated to enhance the brand's positive elements and value.

2.4. Employee Brand Commitment

Employee brand commitment is an element that enhances employee ownership and brand power, as it makes employees emotionally attached to the brand, so that they volunteer to achieve the brand's goals. Based on the work done by employee brand commitment can be classified into three categories: compliance, coherence and internalization. Compliance with brand identity means certain actions are adopted to achieve consistency with the brand identity that a company desires (Schau et al, 2009). This element is linked to a corporate reward or punishment system and is based on Adams' fair theory of seeking a balance of contribution and reward. Compliance is managed by an organizational structure, including a performance system that determines formal compensation and punishment, and an organizational culture that determines informal compensation and punishment. Additionally, it has been shown that the commitment of a compliance-based employee does not produce more action than a directed role. Elements of compliance have been rejected based on hypothesis testing. Equality with brand identity is a measure of the degree to which an organization's sense of belonging and fate are identified as its own.

The equality aspect is derived from the social identity theory, which states that individual identity includes not only individual identity but also social identity resulting from the external environment (Subramony, 2009). Externalization of a mobile brand identity describes a company's core brand value as an individual self-concept. This provides individuals within organizational principles upon which they can base their actions. Individuals behave in a manner consistent with self-concepts and brands through extrinsic motivation. Furthermore, if employees trust and accept the organizational values and goals, they will strive to act as representatives of the organization.

2.5. Employee Brand Performance

Employee brand performance is the performance achieved by employees delivering corporate brand commitments to customers while following brand activity standards established by the company's value formation (Unger-Aviram, 2013). External branding aims to induce behavioral changes in staff in order to better communicate company brand commitments to customers. However, there is a lack of decisive evidence establishing a causal relationship between external branding and employee brand performance. When external branding takes place within a company, employees are expected to remember the "organizational mindset of ownership." This mindset is the subject of a great deal of discussion within the field of organizational behavior. Within firms, this type of behavior is known as prosocial behavior. Prosocial behavior is the idea that employees fulfill more than one role, even if their additional roles are in the background. These behaviors eventually play an important role in enhancing organizational performance (Vredeveld et al, 2013). Brand ownership behavior is a derived

concept based on external branding. It is not just a part of the organization's flagship behavior; rather, it is a broad concept that involves actions outside of the organization. In addition, studies have shown that employee brand performance can be measured by means of brand owner awareness behavior and that the measurement variables can represent largely voluntary behavior in the company. Compared to measurement variables such as willingness to help and willingness to contribute to the development of the company, passion for the brand has the greatest impact on employee brand performance.

3. Research Method

3.1 Study Model and Research Hypothesis

3.1.1 External Brand Communication

External mobile brand communication activities' influence on employees' brand commitment. External mobile brand communication has a greater impact on employee brand commitment than any other factor. The higher the level at which employees are aware of a company's brand knowledge, the more employees use it in their work areas, and the greater their commitment to the corporate brand. On the other hand, understanding staff capabilities from the point of view of communicating brand commitments to customers facilitates the development of external messages that effectively implement organizational strategies. That is, if employees have obtained brand information related to their specific duties, their attitude toward their work goes beyond simply understanding their role and their loyalty to the organization. Based on these assumptions, the following hypothesis was derived.

Hypothesis 1: External brand communication activities will have a positive (+) effect on employee brand commitment.

3.1.2 Human Resources Activities based on Brand Share

Brand-based human resources activities can also affect employee brand commitment. Employees' experience of corporate brand commitment depends on the fairness of manager activities within the organization (Lee & Quan, 2020). If employees were to become aware of unreasonable manager behavior, they would not be passionate about improving performance to achieve the organization's goals. External marketing to realize customer satisfaction and external marketing aimed at employee satisfaction thus require consistent human resources activities at a strategic level. Based on these assumptions, the following hypothesis was derived:

Hypothesis 2: Brand-based human resources activities will have a positive (+) effect on employee brand commitment.

3.1.3 Leadership Activities based on Brand

Brand-based leadership activities can also affect employee brand commitment. The first consideration in creating a positive impact on employee brand commitment is for a manager to gain an understanding of the requirements relating to the role and responsibilities of an employee. For managers, having external market information consistent with the external market facilitates product or service development that meets the requirements of the target market (Lee, 2020). External market information is defined as information on the roles, capabilities, and knowledge of individual employees that can be a strong resource for a corporate brand. These insights thus give managers the opportunity to increase the effectiveness of information distribution among employees, and this increased information distribution within the organization in turn results in increased employee brand commitment. The need to motivate employees, along with the importance of developing external knowledge, is a key component of external relationship marketing. This benefits the company in many ways, such as in quality improvement. When employees take legitimate action based on the reciprocal benefits function posited by the relationship marketing theory, they demand benefits accordingly (Lee & Quan, 2020). When employees are aware of a company's efforts to give economic and socially sensitive rewards to their employees, they will be highly motivated at work. Based on these assumptions, the following hypothesis was derived.

Hypothesis 3: Leadership activities based on the brand will have a positive (+) effect on employee brand commitment.

3.1.4 Employee Brand Commitment and Employee Brand Performance

As a result of external brand management, employee knowledge of the brand increases. Brand knowledge enables employees to understand the brand strategy and the principles behind the decision-making in relation to the delivery to staff, customers, and services, eventually reducing conflicts and ambiguity associated with their roles. This demonstrates the adverse effect that role ambiguity has on employee performance and highlights that all employees should be able to properly relay brand information to their target audiences. The distribution of information within the organization is considered an important factor affecting employees' behavior (Lee, 2020). When employees are armed with brand knowledge through external branding activities, they know how to apply brand knowledge to their work areas and deliver brand commitment to their companies. As employees increase their brand commitment, corporate brand commitment and identity are reflected externally, ultimately resulting in positive brand performance. The brand performance of services delivered to customers becomes more natural as employees become immersed in their duties. Based on these assumptions, the following hypothesis was derived.

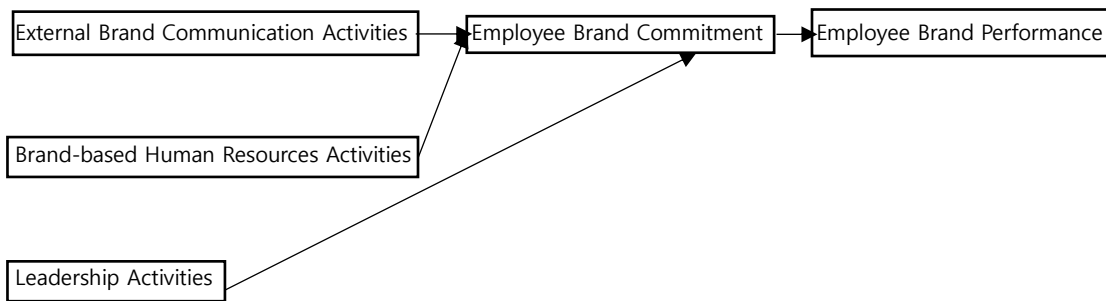


Figure 1: Research Model

3.2. Validation and Reliability of Measurement Tools

All measurements in this study used a 5-point Likert scale. In this study, we used SAS 9.4 to validate them

3.2.1. Data Sampling and Collection

To verify the reliability of the measured variables, this study was conducted using correlation analysis, which allow for an external consistency analysis. In general, R-square value of 0.61 is reliable. In this study, 267 adults in Seoul were surveyed. A total of 267 adults, 166 male and 101 female adults, excluding insufficient data, were counted as employee brand commitment and consumer performance according to the level of external mobile branding consumption activities. The investigation period is from June 1, 2020 to July 30, 2020. The questionnaire used in this study is developed based that non-investigation is conducted to review the questions, revise and supplement them, and use them in this survey (Madar, 2013). Survey questions in the employee brand commitment and consumer performance are composed of 5-point likert scale the answer is 'Very Like=5, Like=4, Normal=3, Hate=2, Hate=1' based on the 5 Likert scale (Popkin, 2006). The data processing analysis of this study uses SAS 9.4 statistical package to produce statistics such as mean and F value. The comparison of external mobile branding consumption activities was made by using regression analysis was conducted to check the offset between employee brand commitment and consumer performance (Ho, 2005).

Table 1: Statistical Analysis

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
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Model	2	7166.04	3583.02	11.50	0.0009
Error	15	4674.41	311.63		
Corrected Total	17	11840.44			
R-Square	Coeff Var		Root MSE	Util Mean	
0.61	34.24		17.65	51.56	
Source	DF	Type I SS	Mean Square	F Value	Pr > F
External Mobile Branding Consumption Activities	1	4947.07	4947.07	15.87	0.0012
Employee Brand Commitment and consumer Performance	1	2218.96	2218.96	7.12	0.0175
Source	DF	Type III SS	Mean Square	F Value	Pr > F
External Mobile Branding Consumption Activities	1	4077.70	4077.70	13.09	0.0025
Employee Brand Commitment and consumer Performance	1	2218.96	2218.96	7.12	0.0175
Parameter	Estimate		Standard Error	T Value	Pr > t
Intercept	-25.04		18.11	-1.38	0.1871
External Mobile Branding Consumption Activities	7.16		1.98	3.62	0.0025

Employee Brand Commitment and consumer Performance	-0.13	0.05	-2.67	0.0175
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As shown in Table 1, the F value was 11.50 and the R-square was 0.61. The statistical analysis determined that the significance was very significant at .0009. External Mobile Branding Consumption Activities' F Value was 15.87 and Pr > F was 0.0012. Employee Brand Commitment and Consumer Performance's F Value was 7.12 and Pr > F was 0.0175. External Mobile Branding Consumption Activities' T Value was 3.62 and Pr > |t| was 0.0025. Employee Brand Commitment and Consumer Performance's T Value was -2.67 and Pr > |t| was 0.0175.

3.3. Verification of Hypotheses

Table 2: Analysis of Variance

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	1	80.47	80.47	20.83	0.0002
Error	18	69.53	3.86		
Corrected Total	19	150.00			
Root MSE		1.97		R-Square	0.54
Dependent Mean		6.00		Adj R-Sq	0.51
Coeff Variance		32.76			
Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	T Value	Pr > t
Intercept	1	8.62	0.72	11.93	<.0001
Meanings	1	-0.65	0.14	-4.56	0.0002

As shown in Table 2, as a result of statistical analysis between variables related to Employee Brand Commitment and Consumer Performance, the variance was 32.76 and t value was 11.93. In addition, p value was <.0001 indicating that the research results were very consistent with the direction of research in the overall paper. In addition, a multivariate analysis of variance showed that the F value of Wilks' Lambda was 20.83 and was very significant, indicating that the correlation between Employee Brand Commitment and Consumer Performance was very high. R-Square was 0.54 and Adjusted R-Square was 0.51. It means that independent variable impacts 54% on dependent variable and changes into 51% explanation from it.

4. Conclusions

4.1. Implication

An analysis of the impact of a company's external mobile branding activity on brand performance followed by employee brand commitment focused on all three external mobile branding activities: external mobile brand communications. Among the three external mobile branding activity variables, the external mobile brand communication variables have the greatest impact. This supports the arguments proposed by that external mobile brand communication has a greater impact on employee brand commitment than any other factor. It also supports the results of existing studies which show that the deployment of an open communication environment should be a precursor to external mobile branding activities. This is based on existing literature that has shown that two other variables in addition to external mobile brand communication may depend on organizational culture, and those are HR activities based on the brand and leadership activities based on the brand. This study was conducted not only in the service industry but also in manufacturing, finance, public institutions, and a variety of other business institutions. This led to a statistically significant difference between the status of external mobile branding for each business sector, and brand commitment and performance. The analysis showed that public institutions had the least amount of external mobile brand communication and HR activities based on brand. In the case of public institutions, the concepts behind marketing and the importance of marketing tend not to be shared within the organization, as they are nonprofit organizations and are not like typical businesses.

External mobile branding, which ultimately targets companies' external performance, is also likely to be ignored by public organizations that do not seek profit. The study shows that employees working in public institutions experience dissatisfaction with the communication environment within the group and with the perceived injustice of HR activities. Public institutions are not profit-seeking institutions, but they are organizations that must achieve outcomes that serve the public interest by using taxpayers' valuable money. As a result, public institutions, such as ordinary businesses, need to recognize that external branding activities that enhance employee brand performance should be a key management activity. In contrast, financial institutions had the highest leadership activities and employee brand commitment. Securing "credibility" is paramount for them because financial institutions deal with customers based on their financial management and credit. Therefore, to achieve an identity of trust, the brand identity must be consistently communicated to employees through a variety of ways, starting with the point of contact at the customer interface. Financial institutions could confirm through their support the importance of strong leadership in building brand trust and brand commitment of employees. The study also identified a strong positive relationship between employee brand commitment and employee brand performance. When external mobile branding activities increase employees' commitment to the brand, employees link their brand philosophy to their areas of work, elevating them beyond the role of simply carrying out a given task.

In addition, external customer staff is perceived as a key element in corporate brand deployment and the brand net capital of a company, and this has been measured from both financial and customer perspectives. Unlike the customer-based brand equity view, which focuses on how a company's brand is perceived and related to a customer's perspective, the brand is viewed from an employee perspective. In addition, the external mobile branding activities elements identified in this study can serve as employee-based equity building elements for the brand.

4.2. Limitations and Future Direction of Research

This study has several limitations. First, the classification of external mobile branding activities used in this study is based on objective and systematic analysis methodologies derived from interviews with experts. In addition to establishing definitions for future external mobile branding, it is necessary to proceed with an annual review of external mobile branding activities. Second, although the differences between external mobile branding activity variables and their effects on employee brand commitment are explained in this study, a correlation between activity variables and the prior relationship has not been established. While external mobile brand communication has the most influence on employee brand commitment among the external mobile branding activity variables, there is no correlation between each one, and there is no indication of post-variable relationships. For example, it is necessary to identify future relationships by variables, such as external mobile branding activity, and by HR activities variables based on brands and leadership variables based on brands. Third, we found no significant difference in the demographic control parameters of the study by position, number of movements, and year by year comparison. A higher position correlated with a higher number of movements, a higher the annual salary, and a higher mean value of each variable, but no significant differences were found.

In the future, it would be prudent to utilize reverification to increase the number of samples and to increase responsiveness. Finally, while the employee view of brand performance has been identified with employees, the association with external mobile brand performance of a company perceived from the customer point of view has not been identified. Future external

customers will be able to expand their research targets in order to establish whether branding activities targeting employees ultimately form the external mobile brand value of their companies by identifying their associations with external mobile brand outcomes.

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