Impact of Internal Branding on Employee Engagement in Commercial Banks: A Case Study of CRDB Bank in Morogoro

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Original Research Article

ABSTRACT

Employee engagement is one of the critical ingredients for organizational success, and ensuring high levels of attainment has always been among the nightmares of managers in the banking sector. Based on the situation described above, the study examined the impact of internal branding on employee engagement in commercial banks in Tanzania, and CRDB Bank at Morogoro Municipality is used as a case study. Knowing how internal branding strategies drive engagement is important, as the literature suggests that engaged employees are generally more productive and loyal and exhibit more commitment to their organizations than others. A cross-sectional survey was conducted with 108 employees from a population of 136, using Likert-type scales to measure key variables. Information will be obtained by questionnaires and analyzed using multiple regression

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analysis. Results indicate that brand leadership, commitment to the brand, and brand knowledge are substantial predictors of employee engagement. Brand leadership and commitment to the brand have higher coefficients, therefore being the strongest predictors of employee engagement. These facts, thus, mean that to achieve an enabling working environment that motivates and engages staff in workplace settings, internal branding strategies through investments in leadership development should be implemented within Morogoro Municipality and align leaders with the brand vision and values.

1. INTRODUCTION

Internal branding has emerged as a pivotal factor in enhancing employee engagement across organizations. Defined as the level of commitment and enthusiasm employees have towards their work and organization, engagement is influenced by factors such as work-life balance, salary and benefits, leadership quality, career growth, performance management, and training [1]. Its significance in shaping employee attitudes, behaviors, and engagement levels is well-documented. Mone and London, [2] emphasize that a robust internal brand can significantly influence employee engagement, while Bozkurt (2019) highlights its role in boosting motivation and commitment. These insights suggest that a well-communicated internal brand identity fosters a sense of belonging among employees, leading to higher levels of engagement.

In the African context, the impact of internal branding on employee engagement, particularly in the banking sector, has also been explored. Khairy, Agina, Aliane, & Hashad, [3] found a positive link between internal branding practices and employee engagement in Egypt, underscoring the effectiveness of branding strategies. This is supported by Mann, [4], who shows that corporate brand variables, such as brand awareness and perceived value, positively affect employee engagement. Sub-Saharan Africa provides further insights. Taku & Saini, [5] observed similar results in South Africa, where employee brand identification and commitment were associated with positive employee behavior. Additionally, Thokoa, Nadioo, & Herbst, [6] noted that effective internal branding practices at the National Treasury of South Africa can predict individual work performance.

Despite improved awareness about internal branding as a driver of employee engagement, studies on this relationship in the Tanzanian banking sector are still scant. Mushi & Nkondola [7] established that the practice of internal branding is positively associated with employee engagement of banks in Tanzania; however, their study failed to fully incorporate dimensions of internal branding. Indeed, Ngoisa [1] ascertained that relations between colleagues, balance of life and work, and remuneration, among other factors, stood as pivotal entrants in engaging the Bank of Tanzania. However, his focus was not on internal branding elements. On the same note, an examination conducted by Kusaga & Sulle [8] ascertained that internal branding had a positive influence on employee satisfaction and loyalty; however, this study did not aim to explore its direct effect on employee engagement.

More specifically, this leads to an important research gap since the different studies carried out until today have failed to grasp effectively the multi-dimensionality of internal branding and more importantly, its core components: brand leadership, brand commitment, brand knowledge, and brand fit. Most of them have focused on general engagement factors or provided only a partial view of how internal branding influences employee behaviors. Thus, there is still a need to narrow research activity in the investigation of exactly how those specific internal branding elements influence employee engagement in banks within Tanzania. This need is addressed through the present study, which focuses on CRDB Bank in Morogoro Municipality.

We hypothesize that:

H_1: There is a significant positive relationship between brand leadership and employee engagement.
H_2: There is a significant positive relationship between brand commitment and employee engagement.

H₃: There is a significant positive relationship between brand knowledge and employee engagement.

H₄: There is a significant positive relationship between brand fit and employee engagement.

H₅: Internal branding has a significant impact on employee engagement.

2. LITERATURE REVIEW

2.1 Internal Branding

Internal branding refers to the process of aligning and instilling the brand values, identity, and culture within an organization (Balmer &G Reyser, 2003). It involves systematically communicating and reinforcing the brand message and promises to employees, to create a consistent and cohesive brand experience for both employees and customers. This internal process plays a crucial role in shaping employees' understanding of the brand, their sense of belonging, and their motivation to deliver on the brand promise ((Ind, 2007). By fostering a strong internal brand, organizations can enhance employee engagement, loyalty, and advocacy, resulting in improved customer experiences and long-term business success. In this study, internal branding is considered the process of aligning and instilling a company's brand values, mission, and identity among its employees to foster a cohesive and unified organizational culture.

2.2 Brand Leadership

Literature on internal brand leadership abound. Leaders have a crucial role in shaping the employees' perception of the organizational environment [9]. According to Terglav, Ruzzier, & Kaše, [10], the brand-oriented leadership of top management is an important driver of the internal branding process and an indirect predictor of employees' commitment. Liu, Chapleo, Ko, & Ngungi, [11] found that an organization's brand orientation behavior enhances the staff's emotional brand attachment, and then triggers the development of staff service involvement, ultimately leading to superior organizational performance. Internal branding mechanisms such as internal communication and training activities have been suggested to build employees' awareness and understanding of the brand promise. Liu, Ko, & Chapleo, [12], found a positive relationship between internal branding mechanisms and the employees' brand-building behavior. According to Cobblah, [13], internal branding initiatives enhance employees' brand understanding, facilitate employees'

internalization of corporate values, and exhibition of brand-supportive behaviors. Similarly, Morhart, Herzog, & Tomczak, [14] posit that brand-specific transformational leaders influence followers through a process of internalization, leading to a decrease in turnover intentions and an increase in in-role and extra-role brand-building behaviors.

A major task of employees in an organization is to deliver the brand promise. A promise is an inherently ethical concept that embraces such values as high-quality service or goods, close relationships with customers, trustworthiness, honesty, and integrity. In most organizations, these would be the core values of the organization. In essence, a promise involves raising somebody's expectations that one will do or not do something and communicating a personal commitment that one actually will act according to the expectations raised [15]. In the present study, brand leadership refers to management's internal branding mechanisms that are meant to enable the employees to deliver the brand promise and inspire them to be enthusiastically engaged in doing so.

2.3 Brand Commitment

Brand commitment has been studied extensively from the consumer perspective. Morgan & Hunt, [16], argue that commitment and trust are central to a successful marketing effort. Others, for example, Hidayanti, Nuryakin, & Farida, [17], assert that Brand commitments define a consumer act of repossessing a brand that is creating suitability to needs and desires. Tanford, Raab, and Kim (2011) assert brand commitment can be grouped into two types, namely affective commitment and value commitment. The value commitment tends to be more sensitive to price and indicates low involvement of consumers, while affective commitment had a higher tendency toward product and price differentiation and high involvement. In the interface between the firm and the customers are the employees of the firm. It follows that firm–employee relationships are a prerequisite for customer–firm relationships and, consequently, for organizational success [18].

Employee brand commitment has been defined in various ways. Burmann, Zeplin, & Riley, [19] define it as the extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand's goals, that is, to exert brand citizenship behavior and hence generate a new quality of brand strength.

Fernandez-Lores, Gavilan, Avello, & Blasco, [20] describe it in terms of affective commitment, which is the degree of the emotional bond between the subject and the employer brand that encompasses enthusiasm with, and attachment to the employer brand, and creates a desire in the employee to remain in the organization in the long term. Ballantyne & Aitken, [21], posit that "all product experiences and service perceptions meld with brand associations over time, and this helps to consolidate the reputation of firms in both their internal (employee) and external (customer) markets". In this study, brand commitment refers to the extent of employees' psychological attachment to the brand, which influences their willingness to exert extra effort toward reaching the brand's goals.

2.4 Brand Knowledge

The more an employee knows about the distinct identity of the organizational brand, the more the employee should recognize a shared sense of purpose and shared values that bind the organization, while simultaneously recognizing the clear boundaries that differentiate the own organization from others [22]. Employee brand knowledge is acquired, not only through internal branding mechanisms like communication, meetings, training, documented procedures, and systems [23], but also through a form of tacit or subjective knowledge that employees gain through their employees own accumulated experience in interacting with the environment, intuition, and judgment [24]. Liu H., [25] found that internal knowledge dissemination positively influences employees' emotional attachment to the brand and hence employee engagement. According to Mohamad, Yusr, & Salleh, [26], brand communication and training have a significant influence on effective brand commitment. Additionally, brand commitment has a significant impact on brand performance. All these suggest that brand knowledge will have an impact on employee brand engagement. A review of the literature on antecedents and outcomes of employee brand Knowledge by Fathya, [27], revealed that employee brand knowledge leads to employee brand commitment and that brand knowledge has the potency to influence the EBBE positively [28].

2.5 Brand Fit

Person organization fit has been defined as an employee's perceived compatibility or comfort with an organization and with his or her environment [29]. In this study the person organization fit and the person brand fit have been used interchangeably. Liu X., [28] found that person-brand fit has a significant effect on employees' overall brand evaluation and, hence, brand commitment. This would ultimately lead to a higher degree of engagement in their jobs. In their study, Ghielen, Cooman, & Sels, [30] found a significant positive relationship between person organization fit and employer attractiveness. They suggested that person-organization fit relates to employer attractiveness above and beyond universally appealing features of the employer (e.g. career progression opportunities). In his study of the banking sector in Ghana, Sokro, [31] found that good conditions of service, availability of career advancement opportunities, the core values of the organizations, and the reward systems provided by organizations served as means of attracting and retaining employees in the banking sector. The organizations that provide these features meet the employees' expectations and, therefore, a good person-organization fit. App, Janina, & Büttgen, [32] suggested linking human resource management to employer branding as a means to attract and retain a high-quality workforce. According to [33], employer branding should not be left in the hands of a human resource or marketing department but should be co-created by all employees. This would be one way to ensure the creation of employee understanding and collective development, hence, a greater employee brand fit.

2.6 Employee Engagement

There are many definitions of engagement. The most notable definition was offered by Khan, [34], who defined personal engagement as "the harnessing of organization's member's selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Daiva & Danuta, [35], defined engagement as a stable attitude characteristic of the employee, which involves a prolonged concentration of the employee on solving problems that bring additional effect to the organization, which is reflected in the additional emotional attachment of the employee to the goals and values of the organization. Vance, [36], observed that all these definitions sum up to the degree to which employees fully occupy themselves in their work, as well as the strength of their commitment to the employer and role. He further suggested that the degree to which an organization's mission is

achieved and the execution of an organization's strategies are dependent on the extent to which employees are engaged.

In their findings, Stein, Hobson, Jachimowicz, Willians, & Ashley, [37], highlighted the three most important levers managers have at their disposal to boost their employees' engagement which is to (a) help employees connect what they do to what they care about, (b) make the work itself less stressful and more enjoyable, and (c) reward employees with additional time off, in addition to financial incentives.

According to Gifford & Young, [38], in scientific research, most definitions of employee engagement identify it as a psychological state. Such definitions have been grouped into four categories: 1) Personal role engagement, which according to [34] is employees' ability to express their preferred selves in their work, both cognitively, emotionally, and physically. 2) Work engagement, also called task or job engagement. This is characterized by *vigor* towards work, *dedication* to work, and *absorption* in work activity [39]. 3) Multidimensional engagement that, incorporates cognitive, emotional, and behavioral aspects. 4) Self-engagement with performance - based on how importantly employees regard high performance.

In this study the definition of work engagement as a positive work-related state of fulfillment that is characterized by vigor, dedication, and absorption has been adopted. The three concepts have been explained by [38] as follows: Vigor- is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties, while dedication is being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge, and absorption as being characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

3. METHODS

3.1 Research Site

The study examined the relationship between brand leadership, commitment, knowledge, fit, and employee engagement in the context of a bank in Morogoro Municipality in Tanzania. Case

studies on internal branding and internal marketing in the bank sector in Tanzania are scarce. Newenham-Kahindi, [40] examined the organizational and human resource management (HRM) strategies in an American and a South African multinational corporation (MNC) in Tanzania. Sekela & Mbura, [41] examined the influence of promotion strategies on bank performance. Promotion strategies are considered as an internal branding construct that affects employee engagement. The constructs, brand leadership, commitment, knowledge, and fit, and their impact on employee engagement have not been studied in Morogoro Municipality. Hence, the choice of the research site as the findings were expected to be useful to the banking sector in the Municipality.

3.2 Sampling

The sample mean from a large random sample can be used to estimate the population mean accurately [42,43]. If the sample size n is large, the standard deviation of x is small, and almost all samples will give values of x that lie very close to the true parameter. Data for the study was collected from a sample of 102 bank officers out of a population of 136 employees at CRDB bank branches in Morogoro municipality.

$$n = \frac{N}{1 + N(e^2)}$$

Whereby,

N =- Population (136)
e = Marginal error (5%=0.05 of confidence level of 95%)
n = Sample size

$$n = \frac{136}{1 + 136(0.05^2)}$$

n = 101.49 ≈ 102 samples.

3.3 Data Collection and Measurement Scales

The data for this study were collected using questionnaires distributed to bank officers. The questionnaires were personally distributed to respondents. All the questionnaires were filled out by respondents and returned within one month. Thus, the response rate was 100%. The questionnaires had two parts; demographic characteristics and the scales for each independent and dependent variable.

Questionnaires are an efficient and systematic way to gather quantitative data, allowing for data collection from a large group of respondents.

The Job Engagement Scale developed by Houle et al. (2022) was used to gather data on employee engagement, which is the dependent variable. This scale consists of nine items and uses a rating scale of 1 to 5 (with 1 indicating 'strongly disagree' and 5 indicating 'strongly agree'). It has been deemed suitable for this study.

To measure the independent variables, various scales developed by different scholars were employed. The scale by Morhart et al. [14] was used for measuring brand leadership, the scale by Chang and Ko (2014) for measuring brand loyalty, the scale by Handayani and Herwany (2020) for measuring brand commitment, the scale by Yoo and Donthu (2001) for measuring brand knowledge, and the scale by Riley, Charlton, and Wason (2015) for measuring brand fit. All of these scales were scored using a rating scale of 1 to 5 (with 1 indicating 'strongly disagree' and 5 indicating 'strongly agree').

The data was collected at a single point in time making this a cross-sectional study that provides a snapshot of relationships at that particular point in time (Burns & Grove, 2019). Although insights were provided into correlations and associations, no causality was established (Polit & Beck,2020)

3.4 Data Analysis

To explore the quantitative aspects of this study, inferential statistics were employed to analyze the relationships between variables and make generalizations about the broader population. Techniques such as regression analysis and hypothesis testing were utilized to determine the significance of the findings and assess the impact of internal control systems on financial management within local government authorities (Field, 2018; Pallant, 2020). This approach enabled a comprehensive evaluation of data patterns and provided insights into how internal control mechanisms influence financial outcomes at the Morogoro Municipal Council.

3.5 Ethical Consideration

The author obtained ethical clearance from Jordan University College to address ethical considerations pertinent to the study. Additionally, permission was sought from the management of CRDB Bank to obtain a research permit, allowing for the collection of data within various units of the organization. This step was essential to ensure compliance with institutional regulations and to facilitate smooth access to participants and necessary resources. To maintain confidentiality, rigorous measures were implemented to safeguard the privacy of information provided by participants. Participant identities were anonymized throughout the study process, ensuring that individual responses remained confidential and secure. This approach aimed to protect the integrity of the data collected and to respect the privacy rights of all participants involved in the study.

Prior to commencing data collection, participants were fully informed about the study's objectives, methodology, and the intended use of findings. Clear explanations were provided regarding how their responses would contribute to the research outcomes and potentially influence organizational practices. This transparency helped establish trust and cooperation among participants, ensuring their informed consent and willingness to engage actively in the study. By adhering to these ethical guidelines and procedures, the researcher upheld the principles of confidentiality, informed consent, and respect for participant autonomy throughout the research process. These measures were critical in maintaining the ethical integrity of the study and in ensuring that the rights and welfare of participants were prioritized and protected.

4. RESULTS

4.1 Descriptive Statistics

This part presents the demographic characteristics of respondents involved in participating in this study including gender, age, and education level. The demographic information of the respondents is shown in Table 1.

More than half of the respondents (56.9%) were male, while 43.1% were female. The age of the respondents was skewed with younger (18-34 years) representing 44.10%; middle age (35-54 years) representing 37.30%; and older respondents (55 years and above) accounting for 18.6% of the sample. The Majority of bank employees seem to be young people, while older people are a minority in the bank. Most of the respondents 58.8% had a first degree, while 21.6% did not have a degree, but had a diploma or a certificate. Respondents with a master's degree were only 18.6%.

Table 1. Demographic Characteristics of Respondents

		Frequency	%
Gender	Male	58	56.90%
	Female	44	43.10%
Age	18-34 years	45	44.10%
	35-54 years	38	37.30%
	55 years and above	19	18.60%
Educational Qualification	Certificate / Diploma	22	21.60%
	Bachelor's Degree	60	58.80%
	Master's Degree	20	18.60%

Source: Researcher (2024)

Table 2. Model Goodness of Fit Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.548ª	.300	.290	1.02866

a. Predictor: (Constant), Brand Leadership, Brand Commitment, Brand Knowledge and Brand Fit
b. Dependent Variable: Employee Engagement
Source: SPSS output (2024)

Table 3. Multiple Regression Table

Model	Unstandardized Coefficient		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.925	.302		3.061	.002
Brand Leadership	.266	.089	.181	2.986	.003
Brand Commitment	.288	.121	.187	2.386	.018
Brand Knowledge	.207	.089	.160	2.308	.022
Brand Fit	.197	.105	.136	1.868	.063

a. Dependent Variable: Employee Engagement
Source: SPSS Output, (2024)

4.2 Regression Analysis

Regression analysis was carried out with the general objective of investigating the impact of internal branding on employee engagement in commercial banks in Tanzania. This study employs a multiple regression analysis method to investigate the effect of the independent variables (namely brand leadership, brand commitment, brand knowledge, and brand fit).

4.2.1 Model goodness of fit

Table 2 presents the Model Goodness of Fit test, which evaluates how well the proposed model explains the variability in employee engagement within commercial banks in Morogoro Municipality. This Table 2 includes key metrics such as R-squared and adjusted R-squared values, which indicate the proportion of variance in the dependent variable that is accounted for by the model. By assessing these fit statistics, the Table 2 provides insights into the overall effectiveness and reliability of the model in capturing the impact of internal branding on employee engagement.

The goodness of fit measures from the model as presented in Table 2, including an *R*-value of 0.548, an R^2 of 0.300, and an Adjusted R^2 of 0.290, indicate a moderate ability of the independent variables (brand leadership, brand commitment, brand knowledge, and brand fit) to explain the variance in employee engagement. Specifically, 30% of the variability in employee engagement can be accounted for by the variables included in the study, while the remaining 70% is influenced by factors not

captured in the model. The standard error of the estimate, at 1.02866, suggests a moderate level of precision in the predictions, with the average prediction error being slightly over one unit.

4.2.2 Impact of internal branding on employee engagement in commercial banks in morogoro municipality

The analysis presented in Table 3 offers a detailed examination of the impact of internal branding on employee engagement within commercial banks in Morogoro Municipality. Utilizing multiple regression techniques, the model assesses how various internal branding factors, such as brand leadership and brand commitment, influence employee engagement. This analysis provides valuable insights into which elements of internal branding are most effective in enhancing engagement among bank employees in the Morogoro Municipality.

The findings from the multiple regression analysis in Table 3 reveal various insights into how various aspects of internal branding influence employee engagement in commercial banks in Morogoro Municipality.

Brand Leadership emerged as a significant predictor of employee engagement ($\beta = .181$, t = 2.986, p = .003). This suggests that employees who perceive strong and effective leadership related to the brand are more likely to be engaged. Brand leadership involves setting a clear vision and consistently reinforcing the brand's values, which can create a more motivated and committed workforce. Effective leaders not only embody the brand's ethos but also inspire employees to align with the brand's objectives, thus enhancing their engagement. Leaders have a crucial role in shaping the employees' perception of the organizational environment (Leijerholt, 2021). According to Terglav, Ruzzier, and Kaše, (2016), the brand-oriented leadership of top management is an important driver of the internal branding process and an indirect predictor of employees' commitment. Liu, Chapleo, Ko, and Ngungi, [15] found that an organization's brand orientation behavior enhances the staff's emotional brand attachment, and then triggers the development of staff service involvement, ultimately leading to superior organizational performance.

Brand Commitment also showed a significant positive effect on employee engagement ($\beta = .187$, t = 2.386, p = .018). This finding highlights

that employees who feel a strong commitment to the brand are more engaged in their work. Brand commitment encompasses employees' emotional attachment to the brand and their willingness to contribute to its success. When employees are committed, they are likely to demonstrate higher levels of effort and enthusiasm, which translates into greater engagement. Morgan and Hunt, [16], argue that commitment and trust are central to a successful marketing effort. Similarly, Hidayanti, Nuryakin, and Farida, [17], assert that Brand commitments define a consumer act of repossessing a brand that is creating suitability to needs and desires. Tanford, Raab, and Kim (2011) assert brand commitment can be grouped into two types, namely affective commitment and value commitment. The value commitment tends to be more sensitive to price and indicates low involvement of consumers, while affective commitment had a higher tendency toward product and price differentiation and high involvement.

Brand Knowledge was found to have a significant impact on engagement as well ($\beta = .160$, t = 2.308, p = .022). This implies that when employees have a deep understanding of the brand's values, goals, and market position, they are better equipped to contribute meaningfully to the brand's objectives. Brand knowledge can enhance employees' ability to align their roles with the brand's mission and deliver on its promises, thereby increasing their engagement. Employee brand knowledge is acquired, not only through internal branding mechanisms like communication, meetings, training, documented procedures, and systems [23], but also through a form of tacit or subjective knowledge that employees gain through their employees own accumulated experience in interacting with the environment, intuition, and judgment [24]. Liu [25] found that internal knowledge dissemination positively influences employees' emotional attachment to the brand and hence employee engagement. Similarly, Mohamad, Yusr, and Salleh, [26], brand communication and training have a significant influence on effective brand commitment.

On the other hand, **Brand Fit** approached but did not achieve statistical significance ($\beta = .136$, t = 1.868, p = .063). This indicates that while the alignment between personal and organizational brand values may contribute to employee engagement, its effect is less pronounced compared to the other factors. Brand fit refers to how well employees perceive their values align

with the brand's values. Although important, it might not be as impactful as leadership, commitment, or knowledge in driving engagement. Liu [25] found that person-brand fit has a significant effect on employees' overall brand evaluation and, hence, brand commitment. This would ultimately lead to a higher degree of engagement in their jobs. Similarly, in their study Ghielen, Cooman, and Sels, [30] found a significant positive relationship between person-organization fit and employer attractiveness. They suggested that person-organization fit relates to employer attractiveness above and beyond universally appealing features of the employer (e.g. career progression opportunities). Likewise, in his study of the banking sector in Ghana, Sokro, [31] found that good conditions of service, availability of career advancement opportunities, the core values of the organizations, and the reward systems provided by organizations served as means of attracting and retaining employees in the banking sector.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The multiple regression analysis reveals that brand leadership, brand commitment, and brand knowledge significantly influence employee engagement within commercial banks in Tanzania. Brand leadership was identified as a crucial predictor, demonstrating that effective and visionary leadership, which reinforces the brand's values, substantially enhances employee engagement. Similarly, brand commitment plays a significant role, with employees who are emotionally attached to the brand showing higher levels of engagement. The analysis also highlighted the importance of brand knowledge; employees with a deep understanding of the brand's values and objectives are better aligned with the brand's mission and, consequently, more engaged in their roles.

5.2 Recommendations

To leverage these insights, commercial banks in Morogoro Municipality should implement strategies that bolster internal branding elements. Firstly, investing in leadership development programs is essential, focusing on aligning leaders with the brand's vision and values to create a motivating environment. Additionally, banks should foster brand commitment by creating initiatives that strengthen employees' emotional connections to the brand, such as recognition programs and aligning organizational goals with personal values. Enhancing brand knowledge through comprehensive training programs will also be beneficial, ensuring employees understand the brand's objectives and market positioning. Although brand fit did not show a statistically significant impact in this study, maintaining attention to this area is advisable to ensure a well-rounded internal branding strategy.

5.3 Areas for Further Research

The current study dealt with a single municipality in Tanzania. A comprehensive study involving a randomly selected sample of municipalities could provide generalizable results that would be useful to banks in the country. Further research could also deal with the different dimensions of the construct of employee engagement and examine how internal branding affects each.

DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of this manuscript.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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