

Internal branding in the public sector: Internal communication, organisational practices, and affective outcomes

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Abstract

Strong brands require consistency between the officially communicated brand values and the values that employees enact in stakeholder interaction. Internal management is a means to support such consistency. However, challenged by demanding contextual conditions, public sector organisations struggle to succeed in their internal branding. The purpose of this study is to investigate the effects of value congruence and positive organisational practices on affective outcomes of internal management. Furthermore, the study examines the role of public service motivation in shaping employees' perceptions and internal branding outcomes. The results of a survey conducted in a Swedish health care organisation at a county council demonstrated the importance of value congruence and positive organisational practices for facilitating affective internal branding outcomes. Further, public service motivation should be taken into consideration for effective internal branding in the public sector.

Keywords: *Internal branding; Public sector branding; Employee brand commitment*

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