

# **The relationship between brand communication and brand citizenship behavior: Mediating role of brand self-efficacy in multilevel models**

**Hsu-Hsin Chiang<sup>1</sup>**

<sup>1</sup>Corresponding author, Department of Educational Psychology and Counseling, National Tsing Hua University, Hsinchu, Taiwan, [chianghsuhsin@gapp.nthu.edu.tw](mailto:chianghsuhsin@gapp.nthu.edu.tw)

---

## **ABSTRACT**

This research aims to explore the multilevel relationships among brand communication, brand self-efficacy, and brand citizenship behavior. Brand communication is regarded as organizational supportive practices that can enhance employees' idea and knowledge about the personality, values, and promise of the brand. Brand self-efficacy is defined as employees' conviction about their abilities to master their brand-related tasks for getting favorable outcomes. Employees with brand citizenship behavior exhibit brand altruistic behavior which contributes to the brand strength. This study collected data from 29 chains of food and beverage organizations. 125 valid data of managers and 232 valid data of frontline employees were collected. Hierarchical linear modelling (HLM) is utilized to investigate the multilevel relationships. This study finds there exist positive effects of brand communication on brand self-efficacy and brand citizenship behavior. Brand self-efficacy fully mediates the multilevel relationship between brand communication and brand citizenship behavior. Results, implication and future studies are discussed.

---

## **Keywords:**

Brand communication, Brand self-efficacy, Brand citizenship behavior and multilevel analyses.