



The Effect of Branding on Orientation and Coaching: the Mediating Role of Hotel Culture

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Abstract

The Tourism industry in the Middle East has gone through a myriad of challenges in the last decade mostly attributed to the Arab Spring. The Arab Spring revolutions of 2010 in countries including Tunisia, Morocco, Syria, Libya, Egypt and Bahrain, were marred with protests and violence, sending the message that the nations involved were not safe places for visitors. The resulting insecurity restructured the region as susceptible and threatening. This led to a marked reduction in tourist arrivals and revenues, and as a consequence, job losses. Since then, lack of employment in the hospitality sector in Middle East region continues to be a big problem. This study aims to fill this gap by studying the theories of branding image and training, and as such, explore the concepts of branding, hotel culture, orientation and coaching among hotel employees in Northern Cyprus. The questionnaires for the study were distributed to the five-star hotels in Northern Cyprus. The PLS software was used in the analysis of the questionnaires and the study concluded that branding indeed affects hotel culture, coaching and orientation. The study also reached a number of recommendations including aligning the experiences of employees with brand promises, striving to adopt brand-specific leadership conducts, treating employees well and establishing formal systems.

Keywords: Branding, Hotel Culture, Orientation process, Coaching Process, Northern Cyprus.

Introduction

Branding is a sophisticated and vital undertaking in hotel management which entails among other things, providing employees with training and education. Hotel management is an integral unit for the organization to function efficiently (Kryukova & Sokolova, 2014). There is the need for managers to understand the main factors that influence the conduct of work organization and the nature of individuals as well as how these factors affect hotel operations (Sledge, Miles & Coppage, 2008). The execution of the branding process in hotels usually prompts the management to determine the kind of data to gather and the strategies of collecting it before it ascertains to the utilization of branding of culture in the facility. As such, branding is vital to a hotel because it ensures that the facility is not only focused on being great but also on maintaining sustainability.

The functions of branding depend on the evaluations of the niche, market, and experiences on offer (Punjaisri & Wilson, 2007). Integrating branding into a hotel's organisational culture serves to improve the quality of the orientation and coaching processes which eventually enables the organization to offer better and enhanced services. Hotels that adopt a culture of applying these processes in branding give their employees the chance to understand the



importance of giving their guests a good experience (Koutra, Thespol & Ngugi, 2015). Increased customer satisfaction enables the hotel to create stronger and long-lasting relationships with its clients (Chen, Cheung & Law, 2012; Preacher & Hayes, 2008). Furthermore, it enables hotels with global catalogs to keep track of their clients. This implies that hotels can understand the needs of their clients and hence serve them better when they return. According to Waldersee and Eagleson (2002), increase in personal productivity among employees is driven by the type of management and the attention paid to increasing employee motivation. New employees essentially do not have a firm grasp of the organizational culture or processes, and providing them with such orientation and coaching gives them the training they need to perform their tasks effectively. The same applies to existing employees, as brand image changes or evolves over time (Kimpakorn & Tocquer, 2009).

Coaching and orientation are powerful tools that prepare employee to settle at a company and to familiarize themselves with the necessary functions and roles in place. Amorose and Anderson-Butcher (2007) posit that coaching and employee orientation give employees self-actualization to perform effectively in their tasks and roles. Fagenson (1989) and Johns & Lee-Ross (1998) found that proper orientation and coaching processes within the hotel culture affect both the workplace and service delivery positively. Consequently, coaching and orientation mark the border between the external and internal environment of a brand that can impact how consumers view the hotel as a brand and its services (Kimpakorn & Dimmitt, 2007). For this reason, branding can be considered the pillar of hotel management. It shifts the focus towards organizational culture and brand effects through the coaching and orientation processes. It is important to note that these are the most important resources, and through commitment and involvement, a hotel can remain competitive in the market (Burmam & Zeplin, 2005). By being incorporated into the organizational culture, branding gives the hotel the opportunity to deliver better orientation plans and simultaneously build stronger coaching processes.

This study purposes to establish the role of branding and its effects on orientation and coaching processes. The objective of this research is to explore the role of branding in hotel organizational culture and its impact on coaching and orientations processes (Vallaster & De Chernatony, 2005). Besides, hotel management investigations are not only required from a practical standpoint but also from a theoretical viewpoint (Hartline, Maxham & McKee, 2000). The study will also explore theories of branding along and their effects on hotel culture. The objectives will be accomplished by exploring the role played by hotel culture with regard to orientation and coaching processes in hotels.

The research will hopefully provide the hotel management with insights on how to improve their organizational culture and leadership styles so as to develop and maintain a committed workforce. The paper will provide recommendations for hotel managements; the suggestions are aimed at assisting hotels to improve their orientation and coaching practices. The ultimate objective of the study is to provide additional literature on hotel management, while clarifying on the limitations and later, the researchers make suggestions for future research initiatives.

Literature review

Branding is the key to the success of any organization. A strong brand that is based on the values and behaviors of employees and managers fortifies the organization. It is important to point out that when it comes to developing branding strategies, employees play an essential role in hotel operations, and this is because they are impacted by the ever-shrinking external budget (Morhart, Herzog & Tomczak, 2009). For instance, the branding of experiences offered by hotels is based on employee feedback as well as on the information collected from customers' experience about the brand's image, ambiance and other measurable outcomes. Effective orientation in hotel management leads to amplified commitment from employees leading to improved services.



Branding is a vital component of service delivery as it serves to provide the client with the ultimate distinctive experience. As such, most organisations in the hospitality sector depend on the abilities and readiness of employees to be dedicated to branding so as to realize better service delivery (Henkel, Tomczak, & Heitmann, 2007). Branding is also beneficial to the hotel industry as it has been associated with customer behavior i.e. it breeds loyalty and influences the purchasing power of buyers (Kimpakorn & Tocquer, 2009). In many cases, consumers tend to purchase products or services from organizations with strong brand elements which allows them to interact with employees as opposed to interacting with the management. This is an indication that there is the need to build branding cultures throughout the hotel industry and this can be achieved through coaching and other training approaches, as this enhances customer satisfaction (Sturges, Conway, Guest & Liefoghe, 2005). This means that, when employees are motivated towards service orientation, the image of the hotel is generally improved. Employees also tend to be psychologically driven to support brands through the passage of its benefits to clients during service delivery and the offer greater commitment.

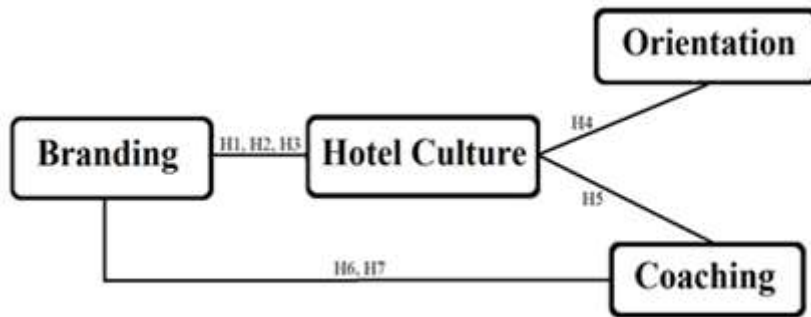
According to Schiffman and Kanuk (2006), one of the earliest uses of effective branding was when a tailor named Josiah Wedgwood marked his table cloths uniquely to attract more customers to his workshop in 1759. Wedgwood understood the need to match advertising with fashionable iconic names such as Queen Charlotte. Although the concept of branding preceded Wedgwood's work, its development in the years after has been rapid, as has been the interest in how brand image affects an organisation's success or failure in the market. Organizations have embraced branding as they explore how consumers are driven by the level of advertisement that exists (Liat & Rashid, 2011). Moreover, Schiffman and Kanuk (2006) affirm that the customer needs have to be met by the rapid delivery of quality goods and services and more so in the hotel industry, as it enables the customer to feel appreciated and valued by the establishment they are patronising. Depending on the quality of goods and services that a customer gets from the hotel, then it is possible to gauge which of the items is either acceptable or unacceptable.

The concept of branding allows hotel management to take charge of their activities and focus on customer satisfaction. According to Kimpakorn and Tocquer (2009), customers rely on the brand image to affirm the hotel's objectives in delivering services and maintaining their competitiveness. It is essential for hotels to educate their workforce on brand elements and processes to enhance their abilities and competence in offering quality services and thus enhance customer experience (Barsky & Nash, 2004).

Other studies have asserted that enhancing the abilities of the hotel staff to be service-oriented towards the delivery of service through coaching is inadequate (Lee & Way, 2010). Branding knowledge is beneficial to hotels since it allows them to establish positive organizational cultures that give employees the opportunity to understand how their level of performance is related to service orientation (Punjaisri, Wilson & Evanschitzky, 2008). This is because branding is the basis of competitiveness in the industry. As such, branding theories posit that consumer needs are met by quality service delivery as this makes consumers feel more valued (Kimpakorn & Tocquer, 2009).

Branding also assists hotel management to establish whether or not consumers are getting value for their money in their experiences (King & Grace, 2008). Branding is also influential in improving consumer's interest in a product and the various tastes and preferences they may develop with time depending on the effectiveness for the advertisements (Fisher, McPhail & Menghetti, 2010). For example, according to the brand loyalty theory, customers can detect if an organization values them based on the quality of services offered to them.

Figure 1: Conceptual Model.



Brand image for the hotel industry is an essential component especially because the hospitality industry offers a core service in a global market. According to Kandampully and Hsin (2007), there is a direct relationship between branding and hotel organizational culture. The first impression that a hotel portrays to their consumers is a perception of the kind of services they are about to receive and whether it can be meet their needs and wants. It is essential for the hotel employees to understand the goals of an establishment based on the procedures of the work at the specific time as well as the rules to be followed (Kimpakorn & Tocquer, 2009). As such, it is important to establish positive and consistent communication between employees and the management.

The importance of coaching is to eliminate the obstacles that may be faced in life while managing tasks and service provision in the most professional way (Ford, MacCallum & Tait, 1986). Teng and Barrows (2009) further point out that orientation is a competence of emotional intelligence and in order for an employee to be fully settled they have to feel at ease with their surroundings and themselves. The development of activities allows for a flow of information as well as demonstrating the ways in which the team members can take charge of their environment through the various interactions they have in the workplace.

Coaching is an important aspect in training as it includes making plans towards an activity before implementing it and receiving results for the work that has been put (Liang, Tseng & Lee, 2010). Orientation is a competence of emotional intelligence and in order for an employee to be fully settled they have to feel at ease with their surrounding and themselves. According to Lahap, Mahony and Dalrymple (2013), employee training is essential to a brand's effectiveness and longevity. In most cases, the position in the market is best determined by having an aspiring branding aspect (Popper & Lipshitz, 1992). In order to match the hotel industry, it is important for hotels to educate their employees on the right brand elements to enhance confidence and build on desirable highly positive customer experiences.

In most cases, the services that customers receive ultimately predict their return or a shift to a competing hotel (Minsung & Kwang-Ho, 2011). Despite the focus on brand image, branding is mostly about the quality of service that one receives as opposed to the cost of the commodities. Brand image affects the future of the hotel industry as it allows consumers to experience their value for money (Mohajerani & Miremadi, 2012). It also influences the consumer's interest in a product and the various tastes and preference they may develop with time, depending on the effectiveness of the advertisements.

On the other hand, Kandampully and Hsin (2007) have suggested that the first image that a hotel portrays to their consumers is a perception of the kind of services they are about to receive and whether it can meet their diverse needs. This is largely based on the Brand Loyalty Theory which suggests that customers have the ability to detect when an organization values them and depending on the quality of services they receive, they are likely to be regular buyers of the commodities on offer (Kimpakorn & Tocquer, 2009). As such, the customers needs and



wants in the service industry must always be the first priority. Building a brand image within a holistic dimension to issue around the service is the best way to cater for handling the feelings of the consumers (Rust & Zahorik, 1993). In most cases, the dimension that are attributable to branding include the physical environment and the influence they need to bring out. As such, the two-dimensional aspects in respect to image show that the dimensions that are used have to be compatible with all of the senses of the body (Schiffman & Kanuk, 2000). The use of the two-dimensional image allows for the measuring of the tastes and preferences of customers. Therefore, the facilities that are offered at a hotel must match the needs of the consumers in reference to their surroundings, and also the purpose of their impact has to be relevant.

The hospitality industry has for long been dependent on traditional theories, and with the current trends, it is clear that the focus of improved quality has changed. Moreover, employee motivation is the heart of serviced delivery as it focuses at ways to establish a culture to last as long as possible (Xie, Li, Chen & Huan, 2016). It is essential for the hotel employees to understand the goals of an establishment and increase their turnover based on the procedures of the work at the specific time as well as the rules to be followed. As such, it is important to establish effective communication and ensure that it is not only carried out in a clear way but is also consistent and allows the employees to have a good relationship with their employers (Lee, Hsiao & Chen, 2017). Regarding the theory of hotel culture, the organizational culture theory founded by Edgar Schein in the early 1980s explains how values and attributes of are aligned to the operations in an organization and form part of the observable behavior in no organization. It is aligned to the expectancy theory as it seeks to bring out the effective culture build on employee satisfaction to be followed by the staff as part of the outcome. Employee satisfaction is built once the communication process is clear and creates the type of motivation that is required.

The expectancy theory of motivation concentrates on the fact the decisions that an individual makes is largely driven by the level of satisfaction one feels about the employer (Olya et al., 2018). The theory which was developed by Victor Vroom in 1964 suggests that the behavioral alternatives that an individual adopts is largely driven by the level of motivation they receive at the workplace or from their surroundings. Moreover, the theory emphasizes the need to select the motivational forces that suit one's responsibilities and more so, those that bear the highest weight on the variables of perception, valence and expectancy (Huang, Qu, & Montgomery, 2017). The probability of the effort that one employee makes guides their expectancy levels and in the hotel industry, the level of expectancy is measured by the customer experience.

Moreover, the performance of an employee is measured on the basis of the customers' response and the higher it is, the more acceptable (Rau, 2005). The probability of enhancing one's performance is driven by the desired outcomes. Regarding valence, this refers to the level of positioning that an individual places themselves with respect to rewards. As such, in the hotel industry, the higher the level of confidence that one plans on acquiring is driven by the position that they aim to acquire (Guizzardi, Monti & Ranieri, 2016). Moreover, when an individual is able to reach the goal they set out to reach, and they achieve the desired outcome, then this is motivating. In the hotel industry, the level of motivation that an employee has translates to the level of outputs. In cases of low motivational level, an employee may fail to achieve the set goals and this may lead to an unexpected outcome (Amoah, Radder & van Eyk, 2016). In most cases, the understanding of employee motivation by the industry stakeholders allows them to find ways in which to motivate the employee for them to achieve the set goals more effectively.

Employee motivation is at the heart of most hotel industry as customer experience deserves an individual who is self-driven and aware of the objectives to be met. However, it is not all employees who appreciate their workplace and some have to be reminded on what to do



(Huber, Milne & Hyde, 2017). In such a case, adjusting their behavior and the expectancy level by offering them related functions allow them to be motivated to reach the set goals and deliver accordingly. The Expectancy Theory concentrates on motivation as it sees it as the most challenging aspect of the human factor in the hotel industry as it is almost impossible to work at a task if one is not driven by passion for it (Pitt, Cannavina, Sulaiman, Mahyuddin & Wu, 2016). The validity of the theory in the hotel industry is credited by the functions of the employees allowing the stakeholders to make informed decisions in regard to the customers' expectation and through motivation.

The application of the theory in the hotel industry paves way for the instrument of motivation to be applied which may include use of financial rewards as well as recognition to boost performance (Amorose & Anderson-Butcher, 2007). The theory also concentrates on the need to have communication among the various sectors of a hotel such as employees and the employer to allow them to discuss issues affecting them easily as well as engage in issues such as decision making. The moment an employee becomes satisfied that their voice has been heard and proper action will be taken towards motivating them, then it enhances their performance (Hartline et al., 2000).

Supervisors and managers need to communicate to their employees to motivate them on their work as well as correct where possible. The effect of valence is to create motivation as well as satisfaction among employees through presence of communication and in other instances it can translate in monetary rewards (Rimington, Williams & Morrison, 2009). However, for motivation to be enhanced within an organization, it needs to focus at two variables namely the communication satisfaction and employee motivation. The moment hotels take advantage on these issues they will be able to reach out to their customers and meet their demands without worrying about output.

Coaching is an important aspect in training as it includes making plans towards an activity before implementing it and receiving results for the work that has been put (Fagenson, 1989). In most cases, coaching and orientation are seen as powerful tools that prepare employee to settle at a company and to familiarize themselves with the necessary functions and roles in place. During coaching, the moderator comes up with activities to be followed by team members and rules to guide them to enhance the achievement of goals (Teng, et, al, 2009). The process not only creates the platform for team members to interact and get to know each other but also identify their strengths and weaknesses. As such, each employee is better placed to choose the position that suits them through guidance in better understanding themselves (Waldersee, et, al, 2002). Therefore, a coach acts as a teacher who allows the employee to learn from them, while adding value to their craft. The supervisors of hotels are at a better position to gauge their employees following coaching and orientation (Ford, MacCallum & Tait, 1986). The development of activities allows flow of information as well as demonstrate the ways in which the team members can take charge of their environment through the various interactions they have at the workplace. Orientation is a competence of emotional intelligence and in order for an employee to be fully settled they have to feel at ease with their surroundings and themselves. In such a case, they have to receive training on how to compose themselves and face obstacles in life (Lee-Ross, 1998).

The Behavioral Management Theory developed by Elton Mayo in 1924, aimed to understand the human factor in reference to group dynamics, motivation at the workplace, and improved performance. Organizations have embraced branding as they explore how consumers are driven by the level of advertisement that exists (Liat & Rashid, 2011). Moreover, Schiffman and Kanuk (2006) affirm that the customer needs have to be met by delivery of quality goods and services and more so in the hotel industry as it enables the customer to feel appreciated and valued by the establishment. Depending on the quality of goods and services that a customer gets from the hotel, then it is possible to gauge which of the commodities is either acceptable or acceptable.



The theory asserted that increase in personal productivity is driven by the type of management and their special attention to motivation. As such, they believed that coaching and employee orientation gave employees self-actualization at their work stations. The importance of coaching is to eliminate the obstacles that may be faced in life while managing hardship in the most professional way. On many occasions, an employee may feel as though the management is not understanding if they concentrate on their personal life and insists on delivery at the workplace. Such cases require coaching by supervisors and management that communicate that the personal problem/s at hand need to prevent disruptions at work and attract greater consideration.

Research Methodology

The list of measurement items was built based on an extensive review of the relevant empirical literature in management and tourism. The measurement of the branding factor was based on eight items, which were adopted from Zulu (2015). Hotel culture was measured using nine items, as espoused by Chen (2013). The researchers measured employee orientation and coaching using seven and twelve items respectively as outlined by Sarpong-Nyavor (2012) and Gettman (2008). In total, the instrument contains thirty-six items related to the variables. All items were assessed on a five-point Likert-type scale.

The respondents in this study were hotel employees in the cities of Kyrenia and Nicosia within Northern Cyprus. They are the most knowledgeable about information surrounding the hotel culture, branding, orientation, and coaching in their organizations. Using such informants is considered a viable strategy in organization behavioural research. Based on a convenience sampling technique, the researchers distributed 420 questionnaires by hand to prospective respondents. A total of 386 respondents completed the answers which were submitted representing a yield response rate of demographic statistics of 70%.

Results and Analysis

Table 1 exhibits the demographic characteristics of the respondents. The table shows that males and females accounted for 75.5% and 24.5% of the sample members, respectively. Age groups were as follows: 22.7% ages 18 – 23, 36.2% ages 24 - 34, 31.0% ages 35 – 40, and the rest was above 40 ages. As for the respondent experience, 23% had less than one-year experience, and approximately 10% had ten years of experiences. Moreover, 36.2% had between 2 to 4 years of experience and 31% had between 5 to 9 years of experience. The department of the respondent was 29.7% Front Office, 38.6% Back Office, and 13.4% managerial. Table 2 shows the descriptive statistics and the bivariate correlations of the research variables. The respondents assessed the branding, culture, orientation, and coaching as moderate in their organizations. The correlation matrix indicates that there is a satisfactory relationship between the research variables, without violating the multicollinearity assumptions as the correlation between variables did not exceed 0.7 (Gujarati, 2009).

Table 1: Demographic Statistics

Variable	Details	Frequency	Percent
Gender	Male	292	75.5
	Female	95	24.5
Age	18 – 23 years	88	22.7
	24 - 34years	156	40.3
	35 - 40 years	112	28.9
	> 40 years	31	8.0
Experience	< 1 year	89	23.0



	2-4 years	140	36.2
	5-9 years	120	31.0
	>= 10 years	38	9.8
Department	Front Office	115	29.7
	Back Office	220	56.8
	Managerial	52	13.4

Table 2: Descriptive Statistics and the Bivariate Correlations

Variable	Mean	Std. Deviation	Branding	Culture	Orientation	Coaching
Branding	3.8414	.66723	1			
Culture	3.8860	.64709	.616	1		
Orientation	3.8413	.72261	.596	.678	1	
Coaching	3.9063	.63397	.601	.636	.695	1

Data Analysis

This research paper used Structure Equation Modelling with Partial Least Square (PLS-SEM) to test the proposed model. Recently, PLS-SEM has become the prominent technique for data analysis in several disciplines including, Management (Alsaad, Yousif, & AlJedaiah, 2018a; Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014b), Tourism (do Valle & Assaker, 2016), Marketing (Hair, Sarstedt, Ringle, & Mena, 2011b), MIS (Alsaad, Mohamad, & Ismail, 2017; 2018b; Ringle, 2012), and among others.

PLS-SEM offers numerous benefits that make it well suited for this study. PLS focuses on an ability of a model to predict endogenous variables rather than just explaining the variability of the endogenous variables (Hair, Hult, Ringle, & Sarstedt, 2014a). Therefore, quantitative methodologists have strongly argued that PLS-SEM is well suited for testing complex predictive models where the theory is still being developed (Elrehail, Emeagwali, Alsaad, & Alzghoul, 2017; Hair, Ringle, & Sarstedt, 2011a). As in the case of this study, we proposed, for the first time, a complex framework that links Branding to Orientation and Coaching through Culture. Moreover, PLS-SEM depends on bootstrapping strategy to estimate the significance level of predictors and mediating variables, producing a more accurate estimate to examine the direct and mediating effects. Bootstrapping strategy is indeed the most recommend strategy to examine mediating effect (Nitzl, Roldan, & Cepeda, 2016; Preacher & Hayes, 2008). Accordingly, we are confident that PLS-SEM is suitable for this study.

The researchers assessed the psychometric properties of both the measurement and structure models as recommended by the rule of thumb (Hair et al., 2011a). The measurement model was examined by analysing its internal consistency, convergent and discriminant validity. As for internal consistency, we estimated the composite reliability of each construct in the model and a value of above 0.70 is recommended (Hair et al., 2011a). Table 3 shows that the values of composite reliability range between 0.78 for Branding and 0.84 for Coaching, demonstrating an adequate level of internal consistency. We estimated the average variance extracted (AVE) and item loadings in order to examine the convergent validity (Hair et al., 2011a). To achieve convergent validity, each construct should account for at least half of the variance in its items. In addition, items loading should be 0.6 and above indicating that a great amount of the variance in each item is accounted for by its latent variable (Hair et al., 2011a). we dropped all items that had a loading value of less than 0.6. Table 3 shows that the item loadings were well above the threshold of 0.6. In addition, AVE values ranged between 0.504 for Orientation and 0.57 for culture; indicating a satisfactory convergent validity.

Table 3: Constructs Reliability and Convergent Validity

Construct	Composite Reliability	AVE	Item	Loading
Brand	0.7805	0.543	a4	0.7843
			a5	0.6988
			a6	0.7248
Culture	0.8023	0.5759	b2	0.7702
			b5	0.8069
			b6	0.6953
Orientation	0.8018	0.5046	c1	0.7054
			c4	0.6164
			c5	0.7815
			c6	0.728
Coaching	0.8432	0.5184	d1	0.6805
			d3	0.7461
			d9	0.7332
			d10	0.7316
			d12	0.7069

As for discriminant validity, the researchers estimated the square root of the AVE (Fornell & Larcker, 1981) and items cross-loading (Sarstedt, Ringle, Smith, Reams, & Hair, 2014). A construct exhibits discriminant validity if the square root of the AVE is higher than the correlation with other latent constructs (Fornell, et, al 1981); which is the case of all the constructs in our measurement model (see table 4).

In addition, items loading should be higher on their postulated construct than any other constructs. Items cross-loading analysis, in table 5, shows that each item had a higher loading value on their postulated construct than any other constructs in the model. The results above show a great deal of discriminate validity.

Table 4: Discriminant validity-AVE Squared correlations

Construct	Orientation	Brand	Culture	Coaching
Orientation	0.5046			
Brand	0.2886	0.543		
Culture	0.1731	0.2716	0.5759	
Coaching	0.3285	0.2593	0.2531	0.5184

Squared correlations; AVE in the diagonal.

Table 5: Discriminant Validity- Items Cross Loading

Item	Brand	Culture	Orientation	Coaching
a4	0.7843	0.3445	0.4344	0.4087
a5	0.6988	0.3949	0.4373	0.3744



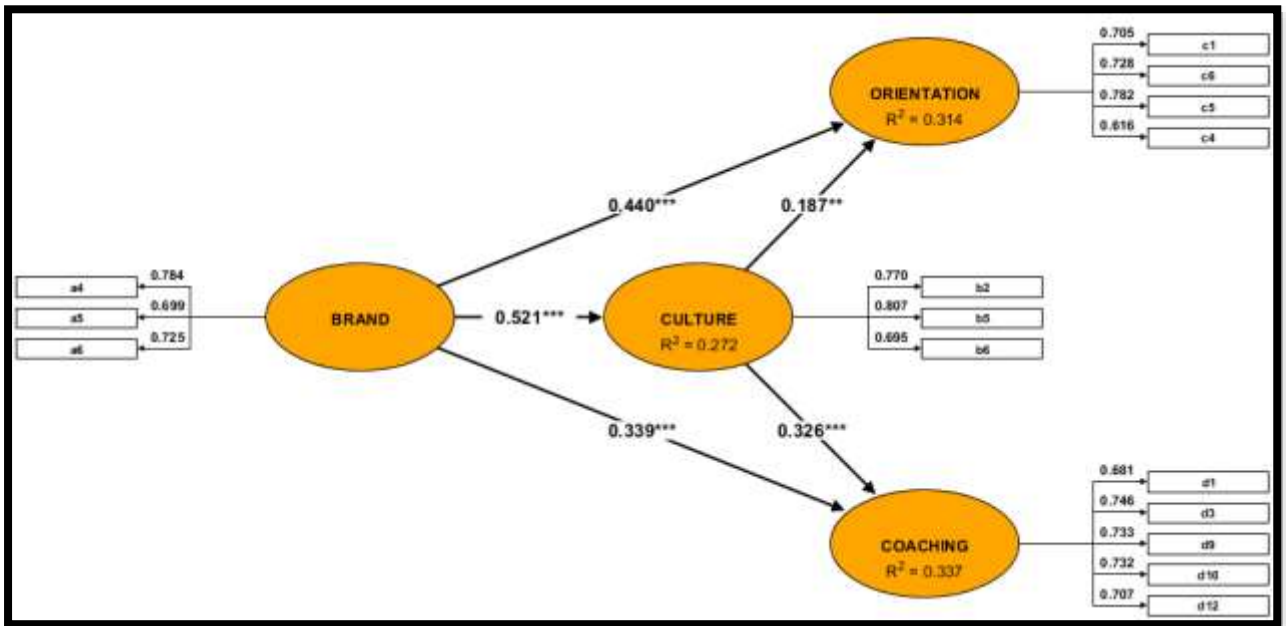
a6	0.7248	0.4149	0.3038	0.3374
b2	0.339	0.7702	0.3592	0.3996
b5	0.4909	0.8069	0.3346	0.3837
b6	0.3441	0.6953	0.2468	0.3641
c1	0.3998	0.3449	0.7054	0.3208
c4	0.3697	0.2057	0.6164	0.4722
c5	0.3484	0.3368	0.7815	0.3768
c6	0.4059	0.2796	0.728	0.4753
d1	0.2505	0.2851	0.4683	0.6805
d3	0.3841	0.3697	0.3947	0.7461
d9	0.3332	0.39	0.3916	0.7332
d10	0.3545	0.312	0.3816	0.7316
d12	0.4613	0.4202	0.4378	0.7069

Next, we estimated the R^2 values and path coefficients along with their t-statics and standard errors to assess the structural model and test the proposed hypotheses. R^2 value shows the predictive ability of the model and the ability of exogenous constructs to explain the endogenous constructs (Hair *et al.*, 2014a). The results of the structural model estimate are presented in table 6 and depicted in figure 2. The results show that the model explains 27%, 31%, and 33% of the variance in Culture, Orientation, and Coaching, respectively. These figures show an adequate predictive power in the suggested model (Hair *et al.*, 2014a). The results show that there is a positive and significant relationship between branding and hotel culture (Path coefficient= 0.521, $p < 0.000$) as stated by H1. Thus, we accept H1. The results also show that Branding had a positive and significant effect on both employees coaching (Path coefficient= 0.339, $p < 0.000$) and employee orientation (Path coefficient= 0.440, $p < 0.000$). Therefore, hypotheses H2 and H3 were empirically supported. Similarly, hotel culture had a positive and significant effect on both employees coaching (Path coefficient= 0.326, $p < 0.000$) and employees' orientation (Path coefficient= 0.187, $p < 0.01$) as stated in the hypotheses H5 and H6. Accordingly, hypotheses H5 and H6 were empirically accepted.

Table 6: Path Coefficients Bootstrapping Estimates (direct effects)

Effect	Path coefficient	Standard bootstrap results			
		Standard error	t-value	p-value (2-sided)	p-value (1-sided)
Brand -> Orientation	0.4398	0.0577	7.6208	0.000	0.000
Brand -> Culture	0.5211	0.0497	10.4934	0.000	0.000
Brand -> Coaching	0.3392	0.0525	6.4647	0.000	0.000
Culture -> Orientation	0.1869	0.0695	2.689	0.0073	0.0036
Culture -> Coaching	0.3263	0.0664	4.9113	0.000	0.000

Figure 2: The estimate of the Structural Model



With regard to hypotheses H7 and H8 that proposed hotel culture as a mediator between branding and each of coaching and orientation, the researchers estimated the significance of the indirect effects between branding and each of coaching and orientation, as recommend by (Nitzl *et al.*, 2016) and (Preacher and Hayes, 2008). The researchers also estimated the Bootstrap Confidence intervals as a further test to examine the significance of the indirect effects (Nitzl *et al.*, 2016; Preacher, et, al, 2008). Table 7 shows the PLS estimate of the indirect effects. The results indicate that the indirect effect between branding and employees coaching is positive and significant (Path coefficient= 0.170, $p < 0.000$). Likewise, the indirect effect between branding and employees coaching is positive and significant (Path coefficient= 0.097, $p < 0.01$). In addition, none of the Bootstrap Confidence intervals of both indirect effects includes zero. These figures provide a strong empirical support for H7 and H8.

Table 7: Table 8: Path coefficients bootstrapping estimates (Indirect effects).

Effect	Path coefficient	Standard bootstrap results				Bootstrap Confidence intervals			
		Standard error	t-value	p-value (2-sided)	p-value (1-sided)	0.50%	2.50%	97.50%	99.50%
Brand -> Orientation	0.0974	0.0371	2.6242	0.0088	0.0044	0.0118	0.0294	0.1698	0.1985
Brand -> Coaching	0.1701	0.0405	4.1958	0.000	0.000	0.0793	0.0985	0.2529	0.2874

Overall, we conducted several analyses to examine the proposed model. The measurement model expressed a satisfactory level of reliability, and convergent and discriminant validity. The structural analysis provided empirical support for the suggested hypotheses.

Conclusion

Brand image for the hotel industry is an essential component as it revolves around competitiveness especially when a number of other hotels are involved. Moreover, when the central issue is global competitiveness brand image is critical. In any case, the concept of branding allows the hotel industry to take charge of the activities and send out the message



of focus und customer satisfaction. Moreover, the brand image is a perception that consumers depend on affirming the hotel objectives to deliver first-hand customer care while remaining competitive (Lahap, et al., 2013). In most cases, the position of the market is best determined by having an aspiring branding aspect. In order to compete in the hotel industry, it is important for hotels to educate their employees on the right procedure of branding so as to enhance confidence and built on positive customer experience. Branding affects hotel culture as well as employee coaching and orientation. Branding offers a framework within which the organization functions.

Depending on the underlying branding philosophy and strategy employees of an organization will form a culture around it. Brands that have been successful have gained the ability to adopt a culture that is in line with this dominant branding strategy. Therefore, a good branding strategy influences employees to have a positive impression about the organization and thus encourages them to strive to comprehend the overall meaning of the brand well. As such, employees will readily embrace orientation and coaching since it serves to improve their service skills and also motivates them as they feel greater confidence in their abilities. Similarly, an organization that incorporates branding into its culture inspires employees to value branding and work towards improving the hotel's image. The PLS-SEM was identified as the best technique to use in the current study to help test the proposed predictive models. The values of composite range between 0.78 for Branding and 0.84 for Coaching, demonstrating an adequate level of internal consistency.

The results showed that the item loadings were all above the threshold of 0.6 whereas the AVE values ranged between 0.504 for orientation and 0.57 for culture. Accordingly, this was a satisfactory convergent validity. Likewise, the researchers found that their constructs exhibited discriminant validity since the square root of AVE values were higher than the correlation with other latent constructs. The results showed a great deal of discriminate validity.

Furthermore, the results showed that there is a positive and significant relationship between branding and hotel culture, employees coaching, employee orientation and vice versa. This was confirmed by the R2 test, Bootstrap Confidence intervals and looking at the indirect effects between the studied variables. As such, all the hypotheses were confirmed, which helped confirm the validity and reliability of the model which was adopted.

Recommendations

Based on these findings, there is the need for brand management to put focus on strategically aligning the experiences of employees with brand promises. Hotels should also strive to adopt brand-specific leadership conducts (e.g. role modelling) that articulates an encouraging brand vision and provokes passion in the hotel brand.

In the area of the experience economy, contented employees make for happy hotel guests, whose needs and wants are met and often exceeded, and happy customers invariably lead to higher brand loyalty, and needed increases in sales thus bring in greater profits. This is why hotel employees need to be very highly-engaged given that their experiences and those of guests are intimately intertwined, and thus deserving greater strategic consideration.

Treating the employees well is also essential and this can be achieved by ensuring that the hotel provides them with good internal services; this will likely serve to motivate them to be more productive. Establishing formal systems is also necessary. This mainly entails introducing bonuses, awards and recognitions to reward the workers who have effectively implemented the hotel's branding strategies.



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