

THE EFFECT OF INTERNAL BRANDING IN PUBLIC SPORTS ORGANIZATIONS ON JOB SATISFACTION AND TURNOVER INTENTION

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Abstract: The purpose of this study is to identify the relationship between internal branding, job satisfaction, and turnover intention within public sports organizations, and to verify the moderating effects of organizational size and the moderated mediating effects of job satisfaction. This study collected data from 305 employees of public sports organizations in South Korea in 2022 using a convenient sampling method. In this study, SPSS 26.0, AMOS 26.0, and SPSS PROCESS macro (Model 4 and 7) were used to conduct frequency, second-order confirmatory factor, reliability, correlation, and structural equation model analyses on the collected data. As a result, firstly, internal branding had a positive impact on employees' job satisfaction. Secondly, internal branding did not significantly influence employees' turnover intention. Thirdly, job satisfaction was found to have a negative impact on employees' turnover intention. Fourthly, organization size was found to positively moderate the relationship between internal branding and job satisfaction. Finally, in the relationship between internal branding and turnover intention, the mediating effect of job satisfaction was found to be moderated by organization size. These results show that internal branding is important for increasing employees' positive attitudes towards their jobs and organization. Lastly, the novelty of this study is to reveal that when organizations conduct internal branding, organization size could directly or indirectly influence employees' job attitudes and organizational productivity.

Key words: internal branding, public sports organization, job satisfaction, turnover intention

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Introduction

Recently, organizations have been emphasizing internal branding (IB) to respond to rapidly changing business environments and enhance customer satisfaction, leading to the success of the business. IB is seen as an important activity that motivates and instills a sense of belonging in internal employees by familiarizing them with the organization's values and visions (Kim et al., 2012). Organizations implement IB by fostering a healthy organizational culture, sharing core values, and activating communication to bring about attitude and behavior changes in employees (Park and Kim, 2024). Organizations strategically adapt IB to strengthen internal capabilities and convey consistent messages to external stakeholders by forming strong attachments with internal employees. Like private organizations, public organizations also strive for administrative service quality improvement from a customer-oriented perspective, alongside their pursuit of public welfare. In this context, public sports organizations (PSOs), which should provide high-quality sports administrative services to the public, require various IB activities targeting their employees (Park and Kim, 2024). In fact, the Korea Sports Promotion Foundation, responsible for securing sports financial resources and supporting sports projects, has been striving to internalize the '3C Innovation Mindset' focused on change, challenge, and customer-centricity among its employees since 2023. In particular, IB can be effective in offsetting the organizational culture of PSOs in South Korea, where bureaucratic attributes and formalized work methods are clearly visible.

IB is deeply associated with job satisfaction, which can directly impact the success of the organization. In the Korean context as well, IB has been reported to positively influence both employee satisfaction and job satisfaction (Kim and Choi, 2011). Moreover, IB has shown a favorable impact on commitment, indicating positive psychological attachment of employees to the organization (Cho, 2014). Also, job satisfaction of employees contributes to overall productivity of the organization, including individual and organizational performance, formation of harmonious interpersonal relationships within the organization, and reduction in turnover rates (Shin, 2007). IB can also have a direct impact on turnover intention (Park and Kim, 2024). Intimacy, solidarity with colleagues within the organization, and a cooperative organizational culture can decrease turnover intention (Ju et al., 2018). This suggests that IB activities contributing to enhancing organizational management culture and communication among employees can mitigate turnover intention. Thus, it is deemed significant to verify the effectiveness of IB in influencing the attitudes and behaviors of employees, and ultimately the productivity of the organization, using PSOs as a backdrop. Also, numerous previous studies have indicated that job satisfaction significantly influences turnover intention (Cho et al., 2022). Therefore, it is reasonable to establish job satisfaction as a mediating variable to explain the relationship between individual or organizational-level variables and turnover intention.

Meanwhile, factors influencing job satisfaction are widely reported to include organizational, job-related, job environment, and individual factors. In South Korea, where polarization between large corporations and small and medium-sized enterprises (SMEs) is particularly severe, job satisfaction among employees may vary significantly depending on organizational size. In reality, it is common for job satisfaction, including job tasks, salary, and interpersonal relationships, to be lower in smaller organizations due to lower levels of wages and benefits (Korea Institute of Intellectual Property, 2013). Therefore, comprehensively understanding the relationship between IB, job satisfaction, and organizational size can serve as valuable foundational data for exploring practical measures to reduce turnover intention among employees.

Previous research on the effectiveness of IB in South Korea is abundant, but there is a scarcity of scholarly studies targeting employees of PSOs (Park and Kim, 2024). In particular, it will be important to examine the structural causal relationship by considering IB and organizational size, given that employees' job satisfaction has a significant impact on organizational productivity, including turnover intention. Therefore, the purpose of this study is to identify the relationship between IB, job satisfaction, and turnover intention within PSOs, and to verify the moderating effects of organizational size and the moderated mediating effects of job satisfaction. This study is academically significant in setting job satisfaction, contingent upon organizational size, as a moderated mediator in the effectiveness of IB within PSOs. Through this, the study is expected to provide meaningful insights into deriving effective strategies for utilizing IB according to the size of PSOs.

Literature Review and Hypothesis Development

Within the sphere of public organizations, IB refers to effectively disseminating the vision and values established for public interest among internal stakeholders. The constituents of internal branding vary among scholars. For example, IB can be consisted of three components: internal communication, human resource management, and leadership (Choi et al., 2015). These elements play a pivotal role in emphasizing active communication between the organization and its employees, performance-based incentives, and leadership from superiors. IB can be also delineated into four dimensions: knowledge exchange, value sharing, formation of management culture, and internal communication. This emphasizes that the primary activities of IB focus on fostering a rational organizational culture and fostering active internal communication.

Recently, the concept of IB has been introduced even in the domestic public and non-profit sectors, where efforts to actively share the organization's vision and values with employees are being made. This reflects the organization's endeavor not only to focus on customers, but also to enhance employees' job satisfaction through IB (Kim et al., 2015). In other words, organizations use IB to help employees recognize their roles and values, thereby fostering satisfaction in their work. In fact, several previous studies have reported that IB in organizations positively influences

employees' organizational commitment and job satisfaction (Kwon and Kim, 2012). Also, Kim and Choi (2011) confirmed a significant relationship between IB and employees' satisfaction. As such, IB can play an important role in enhancing employees' job satisfaction as a strategic activity of the organization. Based on existing literature, hypothesis 1 can be developed.

Hypothesis 1: Internal branding in public sports organizations has a positive effect on job satisfaction of employees.

Turnover intention refers to an individual's voluntary intention to leave their current position due to dissatisfaction with their job within the organization (An and Kim, 2022). High intention to turnover can lead to future employee disengagement, decreased morale, and loss of human resources, ultimately impacting both the organization and its employees negatively (Kim and Lee, 2017). As such, turnover intention is considered a key precursor to diagnosing employee's job attitudes. Therefore, organizations require strategic support activities to cultivate and retain talented individuals for the long term.

A multitude of prior studies have endeavored to elucidate the antecedents of turnover intention among employees of sports organizations in South Korea. For instance, previous research has underscored job dissatisfaction and organizational commitment as precursor variables to turnover intention (Bae et al., 2019; Jun and Kim, 2018). However, it is imperative not to overlook organizational culture and internal communication as factors influencing employees' turnover intention. The sudden implementation of telecommuting, flexible work arrangements, and remote communication in South Korea following the COVID-19 pandemic has precipitated significant and rapid changes in organizational culture. Furthermore, the global phenomenon of 'quiet quitting' among employees has spread, underscoring the importance of human resource management in overcoming organizational productivity crises (Park, 2023). Therefore, IB, which is conducted as part of improving organizational culture and enhancing communication based on shared values and vision between the organization and its employees, may serve as a catalyst in reducing turnover intention.

In this regard, Park (2019) mentioned that the hierarchical bureaucratic culture in public enterprises increases employees' turnover intention, while Park and Kim (2024) reported that organizational management culture and internal communication at the organizational level have a significant impact on turnover intention. Therefore, it can be anticipated that IB in PSOs might contribute to reducing employees' turnover intention. For these reasons, based on existing literature, hypothesis 2 can be developed.

Hypothesis 2: Internal branding in public sports organizations has a negative effect on turnover intention of employees.

Job satisfaction is an affective response and an individual's attitude toward their job (Judge et al., 2020). It represents the pleasant and positive emotional state experienced by employees during their job experiences. This attitude is formed based on employees' overall evaluations of the organizational environment and leads to a

favorable attitude toward their job when satisfied. Generally, job satisfaction is primarily used as a key variable in predicting organizational effectiveness (Yoo and Park, 2014). Therefore, job satisfaction holds significant importance in all organizations and can be a determinant of organizational performance.

Meanwhile, the level of job satisfaction of organizational employees can predict the possibility of their turnover intention, and most of them show a negative relationship (Ozturk and Karatepe, 2019). Richard et al. (2001) argued that because employees with low level of job satisfaction are more likely to consider leaving, job satisfaction plays a crucial role in reducing turnover intention. In other words, dissatisfied employees are more likely to engage in behaviors that are inconsistent with the organization's values and vision, potentially compromising organizational productivity. In this regard, Park et al. (2024) stated that job satisfaction among maritime safety officers has a negative effect on turnover intention. Based on existing literature, the following hypothesis can be formulated.

Hypothesis 3: Job satisfaction of employees has a negative effect on their turnover intention.

Various factors influencing job satisfaction have been suggested by many scholars. Recently, individual (e.g. gender, age, education level, etc.), job-related (job characteristics), and extrinsic job-related factors (e.g. organizational structure, interpersonal relationships, rewards, etc.) are considered as influencing factors of job satisfaction. Among these, the work environment, and further the organizational size deserve attention.

Organizational size has both direct and indirect associations with many factors influencing job satisfaction. Wage disparity based on organizational size is one of the chronic issues in the Korean economy (Song, 2018), with welfare costs in small and medium-sized enterprises (SMEs: employing fewer than 300 workers) being only about 34% compared to large companies (Lee, 2023). Moreover, the effectiveness of innovative organizational culture, communication, and training perceived by employees in large companies was higher than that perceived by employees in SMEs (Yang and Jung, 2020). Additionally, employees perceive that larger organizations have higher functional flexibility due to sufficient manpower for job rotation and systematic evaluation and training systems. This implies that relatively larger organizations have the capability and resources to carry out IB more systematically and consistently. Particularly, according to research on job satisfaction based on organizational size, it was found that the size of the company significantly influences job satisfaction (Kwon, 2018). Taking into account these research findings and recent trends, it can be anticipated that the impact of IB in PSOs on the job satisfaction and turnover intention of employees may vary depending on the organizational size. Based on existing literature, hypothesis 4 can be developed.

Hypothesis 4: Organization size of public sports organizations moderates the relationship between internal branding and job satisfaction.

Hypothesis 5: The mediating effect of job satisfaction on the relationship between internal branding and turnover intention is moderated by organization size.

Based on the hypotheses, the proposed model is shown in Figure 1.

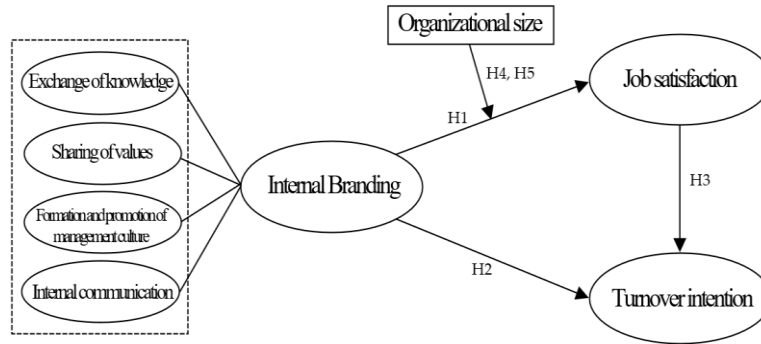


Figure 1: Proposed Model

Research Methodology

Participants and Procedures

This study collected data from 305 employees of PSOs in South Korea in November and December 2022 using a convenient sampling method. PSOs referred to include Korea Sports Promotion Foundation, Korean Sport and Olympic Committee, Athletic organizations, Taekwondo Promotion Foundation, Korea Paralympic Committee, and KSPO and CO. The organizations were divided into two groups based on the size of organization, with a criterion of 100 employees. Accordingly, Korea Sports Promotion Foundation, Korean Sport and Olympic Committee, Korea Paralympic Committee, and KSPO and CO belong to a relatively large organization, and the Athletic organizations, Taekwondo Promotion Foundation are set up as a small organization.

The purpose of this study was adequately explained to each PSO before data collection, and understanding of the survey was obtained. Subsequently, responses were obtained from organization employees who voluntarily agreed to participate in the survey through self-administration method, and if any participants felt burdened or uncomfortable with the survey content, they were immediately allowed to discontinue their responses or switch to an online survey. As a result, a total of 248 surveys (including 25 online surveys) were selected as the final valid sample, excluding 57 surveys that were deemed incomplete or dishonestly answered (e.g., blank responses, double entries). The demographic characteristics of the respondents are presented in Table 1.

Table 1. Demographic Characteristics

Variables		<i>n</i>	%
Gender	Male	177	71.4
	Female	71	28.6
Age	20 – 30 years	41	16.5
	30 – 40 years	111	44.8
	40 – 50 years	58	23.4
	> 50 years	38	15.3
Organization	Athletic organizations	81	32.7
	Korea Sports Promotion Foundation	76	30.6
	Korea Paralympic Committee	17	6.9
	Korean Sport and Olympic Committee	12	4.8
	Taekwondo Promotion Foundation	24	9.7
	KSPO and CO	38	15.3
Position	Employee and Team Leader	73	29.4
	Assistant Manager and Manager	119	48.0
	Deputy Director and Director	20	8.1
	Department Head and Division Head	6	2.4
	Contract Employee / Non-regular Employee	20	8.1
	Others	10	4.0

Measures

The instrument for measurement was a questionnaire in which all questions, except for those about demographics, were measured using a 5-point Likert scale (1 = Strongly disagree, 5 = Strongly agree). Before its distribution, a draft consisting of 27 questions were examined for content validity by an expert group formed by one professor, three researchers with Ph.D. degrees, and five employees working for PSOs. The resulting final questionnaire consisted of including 15 for IB, 4 for job satisfaction, 4 for turnover intention, and 4 for demographic factors.

In this study, IB refers to various activities aimed at improving organizational culture and enhancing communication within PSOs to effectively share the organization's vision and values with its employees. IB includes Questions explaining IB were adopted from Barlow and Stewart (2004), Ind (2001), and Upshaw (1995). Job satisfaction indicates employees' positive attitudes towards their work, working environment, and promotion system within PSOs. Job satisfaction related questions consisted of those used by Novak et al. (2000). Lastly, turnover intention refers to the voluntary intention of employees to leave their current position within PSOs due to dissatisfaction with their current job. Turnover intention was adopted from An and Kim (2022).

Data Analysis

In this study, SPSS 26.0, AMOS 26.0, and SPSS PROCESS macro (Model 4 and 7) were used to conduct frequency, second-order confirmatory factor, reliability, correlation, and structural equation model analyses on the collected data. In

particular, to verify the moderating effect of organization size on the relationship between IB and job satisfaction, as well as the moderated mediation effect of job satisfaction according to organizational size in the relationship between IB and turnover intention, SPSS PROCESS macro model 7 was utilized. Moderated mediation implies that as the value of the moderator variable increases, the strength of the mediation effect may be enhanced or attenuated. Because a bootstrap sample size between 5,000 and 10,000 is considered sufficient, 10,000 iterations were used, and bias-corrected confidence intervals were employed for the estimation of confidence intervals.

Research Results

Preliminary Data Analysis

The confirmatory factor analysis was conducted to verify the construct validity for all research variables. Results showed that the model had an appropriate goodness-of-fit ($\chi^2 = 508.778$, $df = 223$, $\chi^2/df = 2.282$; $p < 0.001$; CFI = 0.930, TLI = 0.921, and RMSEA = 0.072) because it met the condition of CFI and TLI being 0.90 or higher, and RMSEA being lower than 0.10 suggested by Woo (2012).

Next, standardized factor loadings, construct reliability (CR) and average variance extracted (AVE) values were calculated for convergent validity. CR and AVE are distributed between 0.651 ~ 0.965, and 0.649 ~ 0.882, respectively, which meet the standard (CR = 0.70 or higher and AVE = 0.50 or higher) suggested by Woo (2012) and Fornell and Larcker (1981). Lastly, reliability analysis was conducted using Cronbach's α to ensure internal consistency of the measurement instruments. As a result of the analysis, all factors were found to be 0.80 or higher, which means that there was no problem with the reliability of each factor. The final results of second-order confirmatory factor analysis are shown in Table 2.

The Result of Correlation Analysis

Before verifying the hypotheses formulated in this study, a correlation analysis between IB, job satisfaction, and turnover intention was conducted (Table 3). The correlation coefficient between each variable had a significant relationship, and no case exceeded 0.80, confirming that there was no problem with multicollinearity (Dohoo et al., 1997). Discriminant validity was well established as the square root of AVE in each latent variable was larger than other correlation values among the latent construct (Fornell and Larcker, 1981).

Furthermore, the skewness and kurtosis values were examined to verify the fulfillment of the normal distribution assumption for each variable. As a result, the skewness values changed from -0.347 to 0.162, and the kurtosis values changed from -0.575 to -0.083. Therefore, with skewness and kurtosis values falling within the range of ± 2 and ± 7 respectively, it can be considered that the data conform to a normal distribution. Further details can be found in Table 3.

Table 2. The Results of Second-Order Confirmatory Factor Analysis

Variables and Items	Estimate	SE	CR	AVE	α
Internal branding					
I know the core values and visions of my organization	.827				
I know the core values and visions of my organization compared to other organizations	.861	.070			
I know what the values and visions of the organization mean	.774	.071			
I know the basic direction of work performance through the values and visions of the organization	.642				
My organization reflects the values and visions set in its work	.817	.146			
I know my role in communicating values and visions to external stakeholders	.794	.135			
Most employees are interested in values and visions of my organization	.779				
Managers seem to understand values and visions of my organization and reflect them in their work	.779	.081			
Organizational culture reflects values and visions pursued by my organization	.862	.078	.965	.649	.937
My organization employs people who meet our values and vision	.778	.079			
Managers help organizational employees understand and practice values and visions of the organization	.901	.079			
I think my organization's internal publications are efficient in understanding its values and visions	.833				
My organization guides applicants to understand the value and vision of the organization through pamphlets, notices, and website information when hiring	.843	.062			
Education and training for internal employees of an organization helps to understand the value and vision of the organization	.887	.064			
Within the organization, I can freely talk about organizational operations	.658	.069			
Job satisfaction					

I am satisfied with the job performed by the organization	.840		.651	.882	.882
I am satisfied with the working environment of the organization	.797	.071			
I am satisfied with the promotion system of the organization	.749	.072			
I am discovering real pleasure through the job of the organization	.839	.065			
Turnover intention					
I feel like quitting the current organization	.878		.652	.881	.878
I want to work for another organization	.870	.062			
I have prepared to change jobs	.757	.073			
If I go back in time, I will not choose the current organization	.711	.068			

Table 3. Correlation Analysis and Descriptive Statistics

	Internal branding	Job satisfaction	Turnover intention
Internal branding	1		
Job satisfaction	.716	1	
Turnover intention	-.459	-.470	1
<i>M</i>	3.568	3.274	2.629
<i>SD</i>	.714	.874	.982
Skewness	-.347	-.325	.162
Kurtosis	-.190	-.083	-.575

Hypotheses Testing

As shown in Table 4, the influence of IB on job satisfaction was found to be positive ($\beta = .797$, $SE = .155$, $t = 0.179$, $p < .001$), supporting Hypothesis 1. However, the impact of IB on turnover intention was found to be non-significant ($\beta = -.201$, $SE = .237$, $t = -1.708$, $p = .088$), leading to the rejection of Hypothesis 2. On the other hand, the effect of job satisfaction on turnover intention was observed to be negative ($\beta = -.383$, $SE = .135$, $t = -3.202$, $p < .01$), and supporting Hypothesis 3.

Table 4. The Results of Hypotheses Testing

Path	β	SE	<i>t</i>
Internal branding → Job satisfaction	.797	.155	9.179***
Internal branding → Turnover intention	-.201	.237	-1.708
Job satisfaction → Turnover intention	-.383	.135	-3.202**

Note: ** $p < .01$, *** $p < .001$

Meanwhile, IB of PSOs had a positive effect on job satisfaction, and job satisfaction negatively affected turnover intention. Since these results meet the prerequisites for verifying the mediating effect, the bootstrapping method was conducted to examine the mediating effect of job satisfaction. This method presents a confidence interval (CI) for the measurement of indirect effects, and if the interval does not contain zero, the indirect effect could be considered significant. As shown in Table 5, because the CI of the path does not contain zero as $\beta = -0.284$, 95% Bias-corrected CI (-0.472, -0.101), job satisfaction has been shown to fully mediate the relationship between IB and turnover intention.

Table 5. The Results of Mediation Testing

Variables	β	Boot SE	LLCI	ULCI
Internal branding → (Job satisfaction) → Turnover intention	-.284	.095	-.472	-.101

Verification of the Moderating Effect of Organization Size

As shown in Table 6, the influence of IB on job satisfaction was statistically significant ($\beta = .452$, SE = .195, $t = 2.316$, $p < .05$), and organization size was found to have a significant relationship with job satisfaction ($\beta = -1.046$, SE = .412, $t = -2.538$, $p < .05$). The interaction effect between IB and organization size on job satisfaction was $\beta = .274$, SE = .116, $t = -2.363$, $p < .05$, with a bias-corrected confidence interval upper limit and lower limit of .046 to .502, which does not include 0, indicating a significant moderating effect. Thus, it can be concluded that larger organization size positively influences employees' job satisfaction. Therefore, Hypothesis 4 is accepted.

Specifically, when organization size was small ($\beta = .726$, SE = .091, $t = 7.995$, $p < .001$), upper and lower limits of the bias-corrected confidence interval were derived as .547 to .905, which does not include 0. Likewise, when the organization size was large ($\beta = .999$, SE = .072, $t = -13.911$, $p < .001$), upper and lower limits of the bias-corrected confidence interval were derived as .858 to 1.141, which does not include 0. As shown in Figure 2, the moderating effect occurs in the relationship between IB and job satisfaction by the size of the organization.

Table 6. The Results of Moderating Effect of Organization Size

	β	SE	t	p	LLCI	ULCI
Internal branding	.452	.195	2.316	.021	.068	.837
Organization size	-1.046	.412	-2.538	.012	-1.857	-.234
Interaction term	.274	.116	2.363	.019	.046	.502
Organization size	β	SE	t	p	LLCI	ULCI
Small scale	.726	.091	7.995	.000	.547	.905
Large scale	.999	.072	13.911	.000	.858	1.141

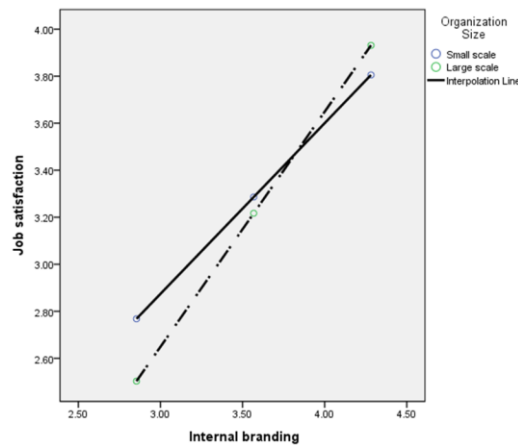


Figure 2: Graph on Moderating Effect of Organization Size

The Moderated Mediation Effect of Job Satisfaction

As Table 7 shows, the index of moderated mediation quantifying the moderated mediation effect of job satisfaction according to organizational size, was found to be -.089. Furthermore, the upper and lower limits of the bias-corrected confidence interval were -.200 to -.008, not including 0, indicating a significant moderated mediation effect. In other words, the influence of IB on turnover intention through job satisfaction becomes increasingly negative as organization size increases. Thus, Hypothesis 5 is accepted.

Table 7. The Results of Moderated Mediation Effect of Job Satisfaction

Index of Moderated Mediation		<i>Boot SE</i>	LLCI	ULCI
-.089		.049	-.200	-.008
INDIRECT EFFECT	β	<i>Boot SE</i>	LLCI	ULCI
Small scale	-.235	.082	-.405	-.086
Large scale	-.324	.104	-.533	-.125

Specifically, in the case of small organization size, the upper and lower limits of the bias-corrected confidence interval were -.405 to -.086, not including 0, indicating a significantly negative effect. Similarly, for large organizations, the upper and lower limits of the bias-corrected confidence interval were -.533 to -.125, also indicating a significantly negative effect. Thus, when the organization size is large, IB plays a more crucial role in reducing turnover intention through job satisfaction.

Discussion

IB in PSOs has been shown to have a positive influence on employees' job satisfaction. This finding supports the research results of Kim (2019), suggesting that diverse IB activities within the organization could be useful as a motivational strategy to increase employees' satisfaction. Additionally, this supports previous research results indicating that IB significantly affects job satisfaction in various organizational domains (Lee and Oh, 2018). Therefore, through this study, it was possible to confirm the causal relationship between IB and job satisfaction within the context of PSOs. The fundamental purpose of IB is to fulfill the needs of employees and then induce attachment to the organization, which is inherently similar to activities for managing external customers. The success of IB implementation greatly depends on the establishment of brand internalization. Thus, PSOs need efforts to share core values and visions correctly with employees through relevant internal education. These efforts will ultimately help the organization create long-term performance and sustainable growth by enhancing employees' job satisfaction, organizational trust, and organizational commitment.

Furthermore, it is required to activate internal communication within the organization and create a culture of horizontal feedback among employees. In particular, PSOs need to diversify communication channels for rapid and accurate sharing of knowledge and information among employees. For instance, organizations should consider publishing web newsletters to encourage dialogue and exchange among employees or utilizing proprietary communication tools to facilitate active internal discussions, debates, and surveys. Also, changing titles, which serve as the starting point of communication, can be one way to effectively perform IB for employees within PSOs. Changing titles in organizations to foster more friendly atmosphere could create a horizontal and open culture, ultimately leading to positive changes in employees' attitudes and behaviors. In fact, Starbucks Korea contributed to spreading a healthy organizational culture by using the title 'partner' instead of hierarchical designations like manager or supervisor for

employees (Ha, 2017). Therefore, PSOs need efforts to create a horizontal organizational culture for employees by fostering a comfortable work atmosphere and inducing human interaction among them, thereby enhancing their job satisfaction.

IB in PSOs does not have an influence employees' turnover intention. In related studies, Choi et al. (2012) mentioned that IB activities targeting hotel employees could help enhance their job retention intentions, and Park and Kim (2024) found that organizational management culture among IB in PSOs negatively affects employees' turnover intention. As such, differing results between previous studies and this study suggest that the causal relationship between IB and turnover intention might vary depending on the organizational characteristics and culture, and quality of IB programs. Turnover intention refers to the subjective assessment of the possibility of leaving the current organization and represents a conscious and planned desire to leave the organization in the near future. Retaining outstanding employees enhances the quality of human resources, maintains a healthy organization, and leads to long-term success (Lee et al., 2012). Therefore, PSOs need practical training as part of IB activities to enhance employees' job competencies. For example, the organization should provide employees with practical training such as lectures and professional education that directly contribute to their job performance. Additionally, to improve the effectiveness of IB, PSOs needs to introduce incentive systems to motivate employees while simultaneously reducing their turnover intention.

Job satisfaction of employees in PSOs was found to have a significant impact on turnover intention. Lim et al. (2023) supported these findings by stating that job satisfaction of employees working for public sector negatively has a significant impact on turnover intention. In other words, a positive attitude and favorable emotional perception towards their jobs can decrease the intention to leave PSOs. Therefore, organizational initiatives to increase job satisfaction among employees are essential. In this regard, Chan and Ao (2019) reported that when organizations provide satisfactory reward packages to motivate employees, the relationship between labor and management is strengthened, leading to a decrease in turnover intention. Hence, PSOs can reduce turnover intention by adapting competitive salary systems, performance-based incentive schemes, and flexible working environments compared to similar organizations. Meanwhile, Kwon (2019) argued that work-life balance can enhance job satisfaction and organizational productivity. Thus, PSOs should consider encouraging sports activities to maintain harmonious interpersonal relationships, and implementing flexible working hours to balance work and childcare responsibilities. Furthermore, it is necessary for PSOs to respect the autonomy and creativity of employees to create a satisfying work environment, which will increase loyalty to the organization. Lastly, fostering loyalty of employees through positive organizational experiences can help reduce turnover intention in PSOs.

IB was found to influence job satisfaction, and the influence is moderated by organizational size. Specifically, the positive effect of IB on job satisfaction was shown to be greater in relatively larger organizations. This implies that in large-scale organizations, employees tend to hold a relatively more positive attitude towards IB activities. This aligns with previous research findings indicating that the influence of large-scale organizations is more pronounced in the relationship between employee perception of strategic talent acquisition programs and organizational commitment (Yang and Choi, 2018). Furthermore, organizational size was found to play a moderated mediating role in the relationship between IB, job satisfaction, and turnover intention. Particularly, the negatively significant impact of the moderated mediation effect was more pronounced in larger organizations. This suggests that IB in PSOs can reduce turnover intention more effectively through enhancing job satisfaction in larger organizations. In summary, the results of this study implies that organizational size might directly and indirectly influence employees' job attitudes and organizational productivity.

Generally, in comparison to large-scale corporations, small and medium-sized enterprises (SMEs) have relatively lower levels of remuneration and other benefits. Smaller organizations often face challenges in systematically implementing or effectively executing human resource management systems due to smaller HR team sizes or less expertise (Park, 2013). Additionally, small-scale organizations tend to lack formalized systems for internal activities, and may have shortcomings in practical operations (Lee, 2011). Of course, smaller organizations may benefit from advantages such as higher employee's participation in important decision-making and smoother communication. However, Larger organizations typically have better-established systems for organizational capacity building and higher expertise in departments responsible for IB, which might lead to more effective IB. In other words, in South Korea, organization size can be linked to the size of organizational capabilities and resources. This means that relatively small organizations should make more efforts to improve the effectiveness of IB. Therefore, relatively smaller PSOs should actively invest in and systematically organize IB to enhance employees' self-esteem and pride. Moreover, IB should not only be seen as a means of directing and controlling work, but as an activity for employees' growth and capabilities enhancement to increase job satisfaction. For example, small-scale PSOs should use IB to efficiently manage human resources and form a sound organizational culture to lead employees' job satisfaction. Lastly, small-scale PSOs operating with limited resources compared to large-scale PSOs should aim for efficient implementation of IB.

Conclusion

The purpose of this study is to identify the relationship between IB, job satisfaction, and turnover intention within PSOs, and to verify the moderating effects of organizational size and the moderated mediating effects of job satisfaction. This study is expected to provide foundational data for deriving specific strategies to

maximize the effectiveness of IB in PSOs. Based on the analysis of data from 248 employees of PSOs in South Korea, the following results were obtained.

Firstly, IB in PSOs had a positive impact on employees' job satisfaction. Secondly, IB did not significantly influence employees' turnover intention. Thirdly, job satisfaction was found to have a negative impact on employees' turnover intention. Fourthly, organization size was found to positively moderate the relationship between IB and job satisfaction. Finally, in the relationship between IB and turnover intention, the mediating effect of job satisfaction was found to be moderated by organization size.

Based on these results, this study provides several theoretical and practical implications. In terms of theoretical implications, firstly, this study verified the effectiveness of IB, which has not been deeply explored in the field of PSOs. This confirmed that IB activities are important for increasing employees' positive attitudes towards their jobs and organizational productivity. Secondly, job satisfaction was found to have a fully mediating effect between IB and turnover intention. This implies that it is essential to improve organizational culture, provide internal communication, and enhance capabilities at the organizational level for the job satisfaction of employees. Lastly, this study suggests the importance of developing strategies to enhance the effectiveness of IB according to organizational size. This study suggests that environmental factors such as organization size should be taken into consideration when conducting research on the effectiveness of organizational activities, including internal branding toward employees.

In terms of practical implications, it is necessary to approach IB in PSOs in a direction that maximizes employees' job satisfaction. These activities should not simply convey and instruct organizational goals and tasks, but should ideally be utilized to provide opportunities for the growth and development of employees to enhance their work experience. Furthermore, when sharing values and visions, PSOs should directly connect them to the duties of each employee, and align work goals and performance indicators with the organization's strategy. Next, findings of this study indicate the need to devise ways to enhance the effectiveness of IB based on organization size. For example, in large-scale organizations where decision-making is slow and hierarchical structures are prevalent, it is important to increase organizational innovation and promote open communication through IB. On the other hand, in small-scale organizations where employees often lack a sense of belonging and pride and face significant work pressure, PSOs should clearly define employees' roles and tasks through IB and seek support for educational programs to enhance job specialization.

Lastly, this study proposes the following limitations and suggestions for future research. Firstly, regarding moderation effects and moderated mediation effects, since the sample sizes of small groups ($n=105$) and large groups ($n=143$) were small, it may be somewhat challenging to generalize and apply the results of this study to the entire PSOs. To increase the accuracy of statistical testing and reduce sample bias, it seems necessary for future research to increase a total of sample size and

make the sample sizes between groups as similar as possible. Secondly, this study was limited to quantitative research through surveys, which may not accurately capture employees' perceptions toward IB in PSOs. Therefore, applying an inductive approach in future research may contribute to a deeper understanding of actual phenomena such as organizational culture, communication levels, and the effectiveness of IB based on employees' perceptions and experiences. Lastly, IB involves various activities such as sharing organizational values and goals, improving organizational culture, leadership, and internal communication. employees may have different perceptions and emotions regarding each activity based on gender, age, personal experiences and job roles. Therefore, future research needs to identify group differences based on factors such as gender, age, job role, and experience to propose more segmented human resource management strategies to PSOs.

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WPLYW WEWNĘTRZNEGO BRANDINGU W PUBLICZNYCH ORGANIZACJACH SPORTOWYCH NA SATYSFAKCJĘ Z PRACY I ZAMIAR ROTACJI

Streszczenie: Celem niniejszego badania jest identyfikacja związku między brandingiem wewnętrznym, satysfakcją z pracy i zamiarem rotacji w publicznych organizacjach sportowych oraz weryfikacja moderującego wpływu wielkości organizacji i moderowanego pośredniczącego wpływu satysfakcji z pracy. W niniejszym badaniu zebrano dane od 305 pracowników publicznych organizacji sportowych w Korei Południowej w 2022 r. przy użyciu celowej metody doboru próby. W tym badaniu wykorzystano SPSS 26.0, AMOS 26.0 i SPSS PROCESS macro (Model 4 i 7) do przeprowadzenia analiz częstotliwości, czynnika potwierdzającego drugiego rzędu, niezawodności, korelacji i modelu równań strukturalnych na zebranych danych. W rezultacie, po pierwsze, branding wewnętrzny miał pozytywny wpływ na satysfakcję pracowników z pracy. Po drugie, branding wewnętrzny nie wpłynął znacząco na zamiar rotacji pracowników. Po trzecie, satysfakcja z pracy miała negatywny wpływ na zamiar rotacji pracowników. Po czwarte, stwierdzono, że wielkość organizacji pozytywnie moderuje związek między marką wewnętrzną a satysfakcją z pracy. Wreszcie, w związku między brandingiem wewnętrznym a zamiarem rotacji, pośredniczący wpływ satysfakcji z pracy był moderowany przez wielkość organizacji. Wyniki te pokazują, że branding wewnętrzny jest ważny dla zwiększenia pozytywnego nastawienia pracowników do ich pracy i organizacji. Wreszcie, nowością tego badania jest ujawnienie, że gdy organizacje prowadzą wewnętrzny branding, wielkość organizacji może bezpośrednio lub pośrednio wpływać na postawy pracowników wobec pracy i produktywność organizacji.

Słowa kluczowe: branding wewnętrzny, publiczna organizacja sportowa, satysfakcja z pracy, zamiar rotacji