

Effects of Teamwork, Marketing in Media and Integrated Marketing Communication on Brand Happiness

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Abstract

This study examines the impact of teamwork on brand happiness in the context of local and international brands. It further investigates the mediating role of marketing in media and the moderating effect of integrated marketing communication (IMC) to understand how these factors shape consumer perception across different brand types. The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using Smart-PLS 4, with Multi-Group Analysis (MGA) to compare relationships across local and international brands. Data were collected from 133 respondents for local brands and 110 for international brands, using validated scales from past research. The measurement model was assessed for reliability and validity, while the structural model was tested through bootstrapping and multi-group comparisons. The findings indicate that teamwork significantly enhances brand happiness, with a stronger impact observed in international brands compared to local brands. Marketing in media partially mediates this relationship, reinforcing the role of media presence in shaping brand happiness. Integrated marketing communication (IMC) moderates the influence of marketing in media on brand happiness, further strengthening this effect. Multi-Group Analysis (MGA) results reveal significant differences between local and international brands, confirming that the impact of teamwork, marketing in media, and IMC varies across brand types. This study provides new insights into the differential impact of teamwork on brand happiness, highlighting the role of marketing in media and IMC. The findings offer practical implications for brand managers to refine marketing strategies and enhance consumer-brand relationships.

Keywords

Teamwork, Brand Happiness, Marketing in Media, Integrated Marketing Communication, Consumer Perception.

1. Introduction

With the highly competitive business climate, brands are required to move past transactional relationships and build emotional connections with customers. Brand happiness, referring to a feeling of pleasure, energy, pride, and peace of mind, has a significant impact on customer loyalty and long-term brand endorsement (Banerjee *et al.*, 2024). With shifting attitudes of people regarding emotionally engaging brands, organizations are required to respond accordingly to internal and external drivers of positive brand experiences. Collaboration is one in-house element which creates a work environment within the organization that is productive and collaborative, which eventually produces quality service and customer relationship (Arifin, 2024). Media marketing on the external level offers bridging of organizational work with the perspectives of the customer through the establishment of meaning-making brand narratives out of team-focussed brand experiences (Al-Husban *et al.*, 2023). Besides, integrated marketing communication (IMC) facilitates the delivery of such messages consistently across media, building brand identity and emotional connection

(da Silva; Giraldi, 2025). While the effect of team working on organizational performance and marketing strategy on customer emotions has been researched elsewhere, few studies have examined the mediating relationships between these variables and their combined effect on brand happiness. It is imperative that organizations understand such dynamics in a bid to ensure maximum customer satisfaction and brand allegiance through efficient internal coordination and strategic marketing communication (Chan *et al.*, 2023).

There has been significant research on teams and their impact on organizational performance, particularly in enhancing employee motivation, service quality, and customer satisfaction. Effective teams have been seen to enhance problem-solving effectiveness, enhance job satisfaction, and create an innovation culture that translates into enhanced customer experiences and stronger brand perceptions (Gilal *et al.*, 2024). Cooperation has, in business companies, been linked to improved service quality and customer loyalty because the cooperating teams provide more cohesive and tailored experiences (Hessari *et al.*, 2025). Moreover, research indicates that employees working in teamwork cultures that support them are bound to exhibit brand advocacy behaviors, thus strengthening brand identity and emotional attachment to customers (Gutiérrez-Rodríguez *et al.*, 2024). Media marketing has also accrued immense studies as an indicator of the way businesses are perceived and interacted with. Media advertising practices like e-promotion, influencer advert, and social platform advertisement have proven to be vital in formulating brand presence and forming sentimental bonds with buyers (Bartoloni; Ancillai, 2024). Empirical research reveals that affective advertisements yield positive affective responses that build consumer trust and brand loyalty (Safeer; Liu, 2023). Also, research reveals that interactive and participatory marketing content builds greater consumer involvement and has greater emotional associations with the brand. Storytelling in brand marketing has also been explored to a great extent, with proof that stories are embedded in campaigns that enhance believability and attachment of a brand to the consumer (Al-Fakeh *et al.*, 2023). The influence of IMC on maintaining the brand identity as well as customer trust has been researched in-depth as well. Studies show that when consistency is present in different marketing channels, the customer is more genuine and trustworthy (da Silva; Giraldi, 2025). An experiment to establish the effectiveness of IMC came to a conclusion that firms where there are consistent messages on social media and mass media have greater consumer interaction and emotional attachment (Nurbani Aisyah *et al.*, 2024). Besides, empirical evidence shows that IMC enhances the marketing influence in media by delivering brand messages that are suited to the values of the organization and to the expectations of customers.

In spite of the enormous volumes of work that have been carried out on team-work, media marketing, and IMC, there are enormous gaps in comprehending their combined effect on brand happiness. Although prior work has been carried out to analyse how team-work helps improve customer service and brand image, less work has been done in analysing its direct effect on brand happiness dimensions like joy, vigour, pride, and serenity (Aripin *et al.*, 2024). Much of the current literature addresses teamwork's impact on employee happiness and company performance and not its spill over impact on consumer feelings (Holubčík *et al.*, 2024). This goes a step further in emphasizing the importance of an in-depth study of how co-operation within reinforces satisfying consumer experiences and emotional bonding with the brand. In the same way, even though media advertising has been exhaustively researched for its impact on brand awareness and interaction, few research studies have directly connected it with brand happiness (Nobre *et al.*, 2023). The majority of existing research works have tested consumer interaction metrics, including click-through and buying intentions, without an emphasis on the emotional aspects of brand interactions (Papadopoulou *et al.*, 2023). Additionally, studies consider the influence of media promotion to consumer cognition but leaves unresolved the processes under which mechanisms worsen team works' contributions toward brand delight (Camilleri *et al.*, 2023). The moderate impact of IMC on the manner marketing by the media affect brand delight represents an empirical loophole as well. While studies have confirmed the function of IMC in having a consistent brand, there has been very little research into how it affects the emotional effect of marketing campaigns (Jusuf, 2023). Studies have mostly concentrated on the function of IMC in generating customer trust and brand awareness without considering its ability to increase the emotional resonance of marketing messages (Latief, 2023). Closing the gaps is paramount in a bid to attain the dynamics of teamwork, media marketing, IMC, and brand happiness and deliver useful information for managerial and research purposes.

2. Literature Review

Employee collaboration is also crucial in creating favourable brand experiences because employees' working together can do much in shaping customer perception and attitudes towards the company. Research has established that collaborative work by employees develops a culture of teamwork, productivity, and innovation, which translates into enhanced customer service and quality of products (Chidambaram *et al.*, 2023). Effective collaboration enables sharing of knowledge, joint problem-solving, and higher participation levels, all of which lead to a more stable and emotionally authentic brand experience (Zhou *et al.*, 2024). In consumer services, where customer contact has the greatest influence on brand perception, effectively functioning teams are able to maximize service delivery such that a smooth and enjoyable experience is delivered to consumers (Affrifah *et al.*, 2023). The psychological benefits of collaboration, such as increased job satisfaction and motivation, also increase the employees' commitment to quality service delivery,

reinforcing the positive brand image (Tosun; Tavşan, 2024). Successful collaboration in organizations also leads to increased organizational citizenship behaviours, which, in turn, create a workplace culture that is in line with the core values of the brand and enhances the overall brand equity (Moedeen *et al.*, 2024).

Furthermore, productive team culture within organizations has also been proven to make employees more engaged, which is deeply linked with customer loyalty and brand advocacy (Dhiman; Kumar, 2023). Employees rooted in a feeling of belongingness and purpose in teams are likely to exhibit pro-social actions such as going the extra mile for customers, leading to increased levels of customer satisfaction and enduring brand loyalty (Safeer; Liu, 2023). The theory of emotional contagion suggests that positive teaming can spill over into customer interactions and create a rapport and trust in the brand (Lin *et al.*, 2023). Cross-functional teaming also promotes that kinds of thinking get blended, resulting in innovation and creativity in product strategy and marketing development (Chan *et al.*, 2023). Such flexibility to respond dynamically to market demand strengthens the overall customer experience and builds the brand's reputation and competitiveness (Meliawati *et al.*, 2023). With a better understanding of the place of collaboration in creating consumer impressions, businesses are investing in team-building activities and collaborative technology to create stronger internal unity, which ultimately translates into a more lasting and emotionally satisfying brand relationship (Banerjee *et al.*, 2024).

2.1. Teamwork and Brand Happiness

Teamwork is the combined effort of organizational members toward common goals and operational efficiency (Arifin, 2024). It entails some of the most critical elements such as communication, trust, cooperation, and synchronized achievement of tasks. Brand happiness, on the other hand, describes the positive emotions individuals associate with a brand, including joy, energy, pride, and serenity (Banerjee *et al.*, 2024). Enjoyment captures the delight experienced when engaging with the brand, vitality captures the energy and excitement that a brand evokes, pride captures the sense of accomplishment and respect people have for a brand, and serenity captures the emotional peace that comes with brand relationships (Gilal *et al.*, 2024). The relationship between team spirit and brand happiness relies on the notion that excellent teams enhance the quality of services, customer experience, and the brand, thus creating more positive emotional experiences (Gutiérrez-Rodríguez *et al.*, 2024).

Empirical research has proved that teamwork is accountable for brand performance by building a working culture that supports quality employee motivation and service delivery (Schilling *et al.*, 2024). Organizational behaviour research presumes that quality teamwork is accountable for enhanced job satisfaction that further suggests higher customer experience and positive brand perception (Jusuf, 2023). In service industries, extremely cooperative and collaborative teams will most likely offer standardized and customized customer experiences that induce positive feelings about the brand (Kim *et al.*, 2023). There is also empirical evidence that suggests employees who operate constructively as teams show increased brand advocacy behaviour to ensure brand values are being conveyed and sustained clearly in customer interactions (Foroudi *et al.*, 2023). Thus, cooperation is a major force behind affective brand identification, reiterating consumer feelings of happiness, energy, pride, and peace associated with the brand.

H1: Teamwork has a significant impact on brand happiness.

2.2. Marketing in Media and Brand Happiness

Media marketing is the brand's promotional strategy through different media platforms like conventional advertisement, internet marketing, and social media engagement (Al-Husban *et al.*, 2023). It is one of the most influential factors of consumer attitude, creating emotional connections, and generating brand happiness (Nobre *et al.*, 2023). Media advertising employs visual storytelling, brand narrative, and compelling content to shape consumers' emotional emotions like happiness, energy, pride, and peace of mind (Chan *et al.*, 2023). Delight is created by campaigns that offer fun and beautiful brand experiences, while energy is generated by energetic and exciting content that draws consumers (Geofakta *et al.*, 2023). Pride results from consumers identifying with the values, achievements, or cultural significance of the brand, and peace results from ongoing and soothing messages of the brand (Banerjee *et al.*, 2024). Effective media promotion campaigns enhance brand salience, affective bonding, and consumer trust, and they ultimately influence consumers' perception of the brand to be more favourable and engage positively with the brand (Mishra *et al.*, 2025).

Past research have established that advertising operations on media channels have an important function in influencing consumer affect and brand loyalty (Meliawati *et al.*, 2023). Consumer psychological research reveal that emotionally appealing advertisements and brand narrative generate favorable affect, which increases consumer engagement and brand commitment (Sato *et al.*, 2023). Digital marketing practices, such as social media promotions and influencer collaborations, have been found to drive brand happiness by creating interactive and engaging brand experiences (Joshi *et al.*, 2023). Research evidence shows that brands that make their value propositions explicit through channels of media foster deeper emotional connections with consumers, leading to greater levels of joy, energy, pride, and peace (Lin *et al.*, 2023). It is therefore evident that media marketing is a key mechanism towards brand happiness

development, confirming positive consumer sentiments and long-term brand relationships.

H2: Marketing in media has a significant impact on brand happiness.

2.3. Marketing in Media as Mediator

Media marketing is an essential vehicle by which collaboration fosters brand happiness through outlining the way customers see and respond emotionally to a brand (**Geofakta et al.**, 2023). Although collaboration enhances intra-organization collaboration and service delivery, its influence on brand happiness is typically increased whenever organizations manage to communicate brand values through the media (**Al-Husban et al.**, 2023). Media marketing includes advertising, social media campaigns, and digital engagement strategies taking internal team effort efforts and transforming them into external brand narratives (**Gilal et al.**, 2024). This mediation means that despite teamwork being a part of good consumer experiences, their visibility and emotional worth are greatly enhanced through media marketing, strengthening consumer happiness, energy, pride, and peace associated with the brand (**Li et al.**, 2023).

Empirical data confirms that media marketing is a bridge between organizational internal actions and external brand reputation (**Meliawati et al.**, 2023). Studies reveal that organizations that have good team collaboration are likely to deliver quality service experiences, but without appropriate media marketing, these efforts are not likely to result in mass consumer awareness and emotional attachment (**Mishra et al.**, 2025). Brand management research emphasizes that firms utilizing media channels efficiently are able to convey their collaborative culture and service excellence, which can increase brand happiness dimensions (**Purohit et al.**, 2024). Moreover, digital marketing and social media sites have been proven to enhance consumer feelings of a brand's energy (vigor), emotional bonding (joy), credibility (pride), and trust (serenity) (**Bartoloni; Ancillai**, 2024). Thus, media marketing plays a vital mediating role by converting team-work based service quality into effective brand communication, so the emotional connection between the consumer and the brand gets stronger.

H3: Marketing in media mediates the relationship between teamwork and brand happiness.

2.4. Integrated Marketing Communication as Moderator

Integrated marketing communication (IMC) is the coordination of multiple marketing channels aimed at conveying a single and consistent brand message (**Al-Fakeh et al.**, 2023). IMC ensures marketing across media, such as digital ads, social media campaigns, and print media, is aligned to portray a cohesive brand image (**Aripin et al.**, 2024). IMC is vital in reinforcing brand happiness by making consumer interactions with the brand smooth and emotionally moving (**Jusuf**, 2023). If the marketing activities on various media are coordinated well, they reinforce consumer confidence and emotional attachment and make the brand more potent in inducing joy, energy, pride, and peacefulness (**da Silva; Giraldi**, 2025). Without IMC, media marketing can result in fragmented brand communications, watered down from its overall influence on consumer beliefs (**Latief**, 2023).

Empirical research suggests the moderating effect of IMC in optimizing marketing efficiency in establishing brand happiness (**Nurbani Aisyah et al.**, 2024). Studies show that brands using an internalized communication strategy establish more meaningful and effective experiences among consumers (**Tosun; Tavşan**, 2024). Studies on consumer behavior show that sustaining message consistency across multiple media strengthens consumer belief and engagement, with resultant higher emotional connection (**Camilleri et al.**, 2023). In addition, the research demonstrates that when media marketing is integrated with the fundamentals of IMC, it significantly increases customer impressions of brand credibility and genuineness, which defines positive feelings (**Aripin et al.**, 2024). This way, IMC strengthens the connection between media marketing and brand happiness by aligning brand messages, which solidifies emotional attachment and deepens the customer experience in touchpoints (**Banerjee et al.**, 2024).

H4: Integrated marketing communication moderates the relationship between marketing in media and brand happiness.

2.5. Theoretical Framework Supporting the Research

This theoretical base is grounded on Social Exchange Theory (SET) and Theory of Brand Attachment, two paradigms that explain the process relationships between teamwork, marketing media, and brand happiness. Social Exchange Theory (**Blau**, 1964) states that people's interaction is characterized by exchanging benefits for each other, a factor which also exists in organizational teamwork meant to improve service delivery and customers' experience. Successful collaboration fosters a positive internal work environment, which translates into superior service delivery that, when well communicated through media advertising, reinforces consumer perceptions of brand joyfulness (**Rahman; Nguyen-Viet**, 2023). The Theory of Brand Attachment on the other hand explains how media advertising reinforces emotional bonds between consumers and a brand by continuously conveying values, personality, and experiences. Successful Integrated Marketing Communication (IMC) maintains marketing efforts in media unified, sustaining brand stories and establishing emotional ties with consumers (**Jusuf**, 2023). The middleman function of marketing in media

follows the Stimulus-Organism-Response (S-O-R) Model (Kim *et al.*, 2023), proposing that stimuli from the outside world (teamwork-based brand experiences) impact consumer emotions (brand happiness) through an organismic process (marketing in media influencing perceptions). In addition, the moderation function of IMC conforms to the Communication Consistency Theory, wherein consistent brand communication on different channels is said to improve consumer confidence and involvement. These theoretical concepts demonstrate how collaboration promotes positive brand experience, which is thereafter reinforced by media advertising and enhanced by strategic communication integration, which in turn results in greater brand happiness. Thus, based on above literature, following conceptual framework is developed which is shown in Figure 1.

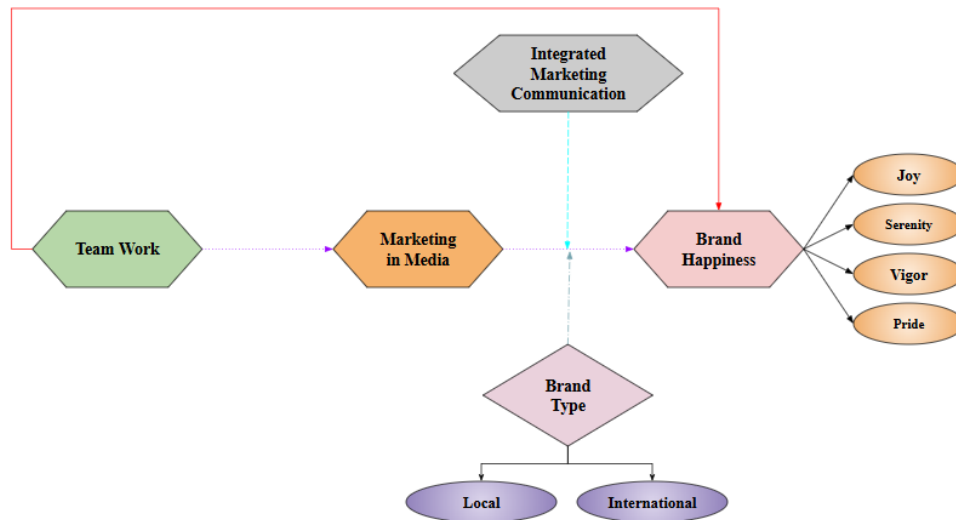


Figure 1: Conceptual Framework.

3. Methodology

This study used quantitative methodology to investigate the influence of collaboration, marketing through media, and combined marketing communication on brand happiness, and the interdependence between these factors. The study targeted two distinct types of brands: international brands and local brands. The total number of respondents was 243, and of these, 133 were local brand representatives and 110 were international brand representatives. Most of the respondents were brand managers, marketing specialists, and employees who were directly involved in the branding processes of their respective firms. The respondents were selected on the basis of their familiarity with the marketing efforts and in-house activities of the brands to enable them to provide informed views on the study variables. The sample was collected using a convenience sampling technique, where the respondents were approached based on their availability and appropriateness to the study topic of teamwork and brand happiness. An online questionnaire was employed to gather data from the chosen respondents, and the questionnaire was framed to include well-validated scales from previous research. Team work was measured using ten items adopted from Lower *et al.* (2017), Brand happiness was measured using twelve items adopted from Zhou *et al.* (2024), Marketing in Media was measured using ten items adopted from Hadianti *et al.* (2023) and integrated marketing communication was measured using 8 items adopted from Sawmong (2018).

Analysis of data was performed on Smart-PLS 4 by using Partial Least Squares Structural Equation Modeling (PLS-SEM) to cross-validate all hypotheses solely via Multi-Group Analysis (MGA), matching results between domestic and foreign brands. Descriptive statistics were first run via SPSS to check for missing values and test for data distribution. Secondly, the reliability and validity of the measurement model was tested to establish convergent validity in terms of factor loadings, composite reliability (CR), and average variance extracted (AVE) and discriminant validity as checked with Heterotrait-Monotrait Ratio (HTMT). Following the validation of the measurement model, the structural model was tested through Multi-Group Analysis (MGA) for local and international brands separately by applying bootstrapping with 5,000 resamples to ascertain the statistical significance of the relationship. Path coefficients (β), t-values, and p-values were calculated for both brand types, and parametric tests, permutation tests, and Henseler's MGA method were utilized to detect differences between groups. Mediation analysis for media marketing and moderation analysis for Integrated Marketing Communication (IMC) were also performed within the MGA framework to test if these effects varied across brand types. Effect sizes (f^2), R^2 values, and predictive relevance (Q^2) were also tested to identify the explanatory power of the model. Model fit was tested using Standardized Root Mean Square Residual (SRMR) to check for robustness. All hypotheses were tested only using Multi-Group Analysis (MGA) in order to examine the differential effect of teamwork on brand happiness between local and international

brands.

4. Results

The descriptive statistics in Table 1 offer a summary of the central tendencies and variability of the study's major variables. Integrated Marketing Communication (IMC) has a mean of 3.85, indicating a perception of moderate effectiveness of its consistency across marketing channels. Joy, one of the dimensions of brand happiness, has a high mean of 4.20, which implies that respondents tend to link positive emotions with the brand. In the same vein, Teamwork (4.30) and Pride (4.10) have high positive attitudes, with teamwork possessing the highest mean and lowest standard deviation (0.60), indicating uniformity of agreement among the respondents. By comparison, Serenity (3.75) and Vigor (3.90) have a moderate sense of calmness and energy. These results set the stage for further examination by displaying overall trends in respondent views.

Table 1: Descriptive Statistics.

Variables	Mean	Standard Deviation	Mini	Maxi
Integrated Marketing Communication	3.850	0.750	1	5
Joy	4.200	0.650	1	5
Marketing in Media	3.950	0.800	1	5
Pride	4.100	0.700	1	5
Serenity	3.750	0.850	1	5
Teamwork	4.300	0.600	1	5
Vigor	3.900	0.780	1	5

Table 2: Variables Reliability and Validity.

Brand Type	Variables	Cronbach's Alpha (α)	CR	AVE
International	Integrated Marketing Communication	0.905	0.923	0.601
	Joy	0.847	0.907	0.766
	Marketing in Media	0.912	0.927	0.563
	Pride	0.747	0.856	0.666
	Serenity	0.868	0.919	0.791
	Teamwork	0.935	0.944	0.629
	Vigor	0.798	0.882	0.713
Local	Integrated Marketing Communication	0.909	0.923	0.504
	Joy	0.870	0.898	0.524
	Marketing in Media	0.837	0.902	0.754
	Pride	0.896	0.915	0.521
	Serenity	0.727	0.846	0.650
	Teamwork	0.785	0.874	0.700
	Vigor	0.947	0.955	0.680

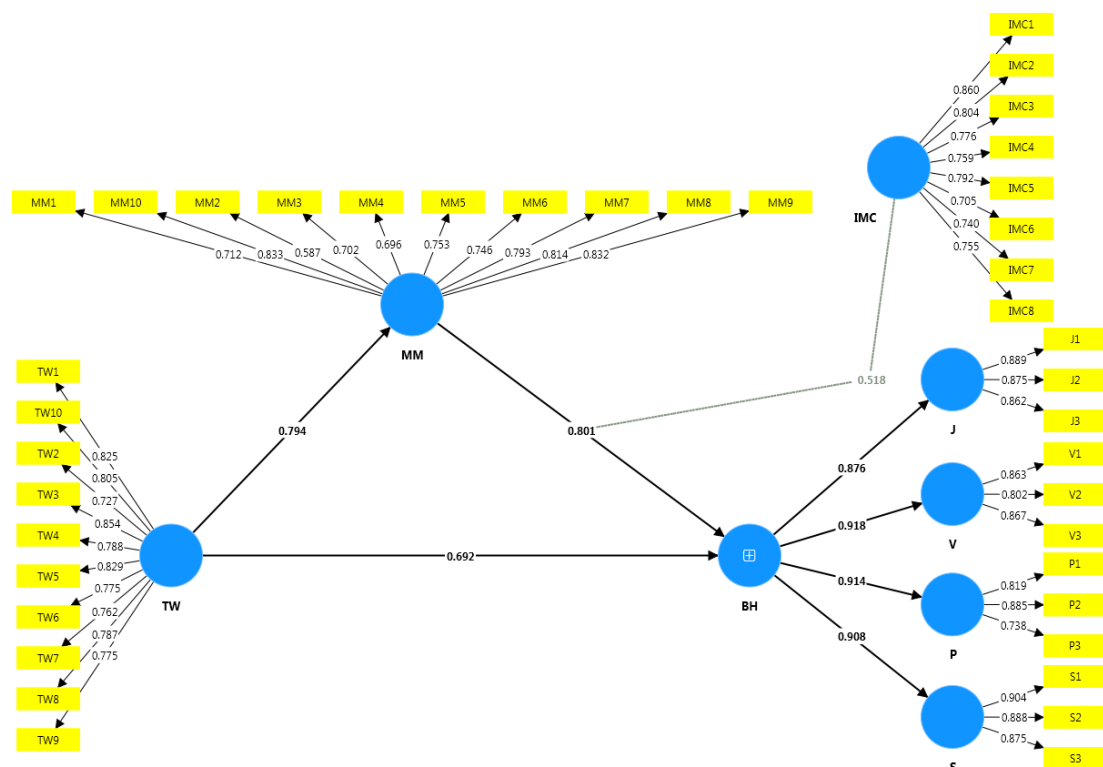


Figure 2: Measurement Model of International Brand.

Table 2, Figure 2 and Figure 3 provides evidence of reliability and validity for the variables on the basis of Cronbach's Alpha (α), Composite Reliability (CR), and Average Variance Extracted (AVE) for global and domestic brand scenarios. Evidence supports high internal consistency for all variables except five with Cronbach's Alpha well above the value of 0.70. For international brands, teamwork ($\alpha = 0.935$), marketing in media ($\alpha = 0.912$), and integrated marketing communication ($\alpha = 0.905$) have very high reliability, which shows very high internal consistency. Local brands also reflect very high reliability, with integrated marketing communication ($\alpha = 0.909$), marketing in media ($\alpha = 0.837$), and vigor ($\alpha = 0.947$) having high Cronbach's Alpha scores. The Composite Reliability (CR) estimates further validate the constructs' reliability, and all estimates were above 0.70, verifying construct stability. Yet, the Average Variance Extracted (AVE) for certain variables is less than the suggested 0.50, most prominently for integrated marketing communication (AVE = 0.504 for local brands) and pride (AVE = 0.521 for local brands and 0.666 for international brands), which implies that these concepts might have shared variance with other variables. Nevertheless, the vast majority of AVE scores are more than 0.50, which means convergent validity is sufficient. These findings validate that the measurement scales employed in this research are valid and reliable to measure the proposed constructs in both international and domestic branding contexts.

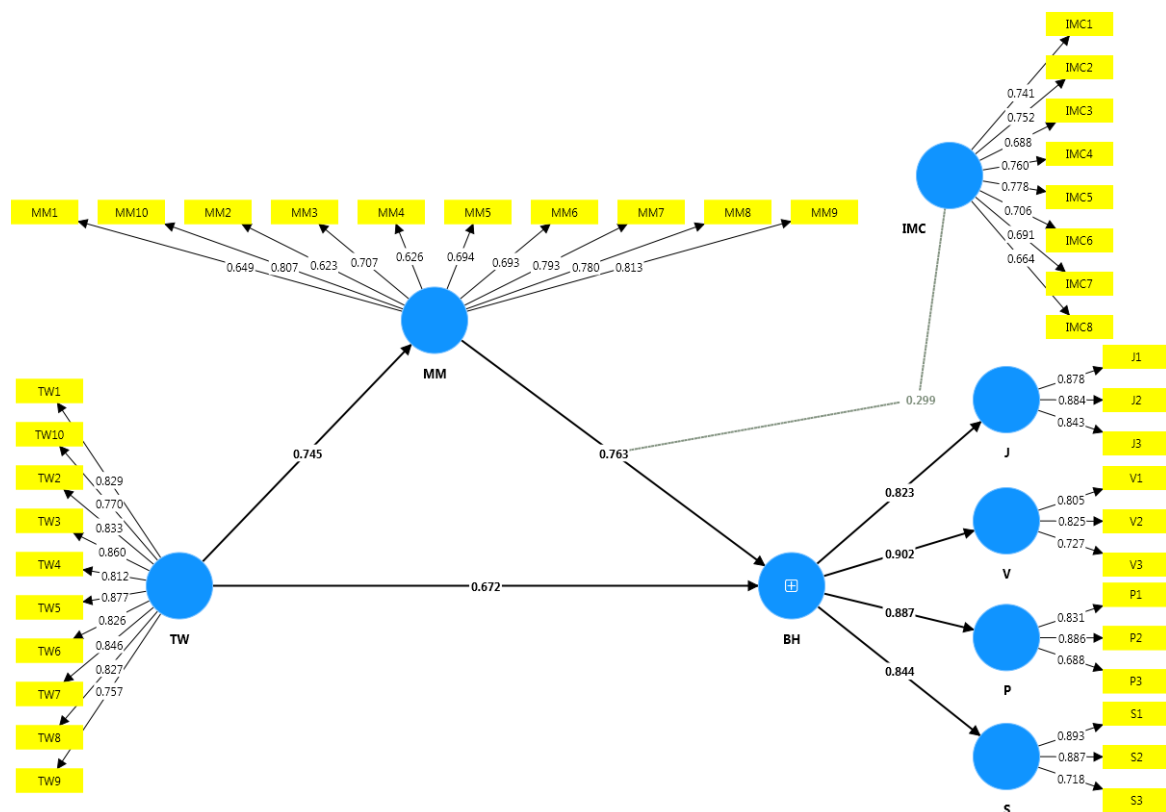


Figure 3: Measurement Model of Local Brand.

Table 3 provides the outer loadings of the observed variables (items) for each construct, measuring their contribution to the corresponding latent variables in international and local brand settings. For international brands, the integrated marketing communication construct has relatively high outer loadings, with IMC1 (0.860) and IMC2 (0.804) making the greatest contributions, while IMC6 (0.705) has the least loading, indicating that some items make greater contributions than others. Correspondingly, for joy, all three indicators (J1 = 0.889, J2 = 0.875, J3 = 0.862) have strong contributions. The marketing in media construct also has differential loadings with MM10 (0.833) and MM9 (0.832) having strong contributions, yet MM2 (0.587) being weak. This suggests possible space for improvement in item measurement. The pride and serenity factors have large loadings, especially S1 (0.904) and S2 (0.888) for serenity, which validates their large contribution to the latent factor. Teamwork has a uniform pattern with somewhat high outer loadings, especially for TW3 (0.854) and TW5 (0.829), whereas TW2 (0.727) is a bit weaker. Vigor also has large outer loadings (V1 = 0.863, V3 = 0.867), which shows large construct validity. For domestic brands, the outer loadings follow a similar pattern, though slightly lower for certain indicators, like IMC3 (0.688) and IMC7 (0.691) in integrated marketing communication. The constructs of joy and serenity retain high loadings, which support their importance in both brand settings. Yet, the local brand media marketing construct has comparably smaller loadings for certain indicators (MM1 = 0.649, MM2 = 0.623, MM4 = 0.626), implying that these measures might require enhancement or revision. Teamwork and vigor both show strong contributions for both brand types, supporting their influence on brand happiness. In general, the outer loads validate the majority of items' strength while indicating a few weaker indicators that need further tuning for better model precision.

Table 3: Outer Loading.

Brand Type	Variables	Items	Outer loadings
International	Integrated Marketing Communication	IMC1	0.860
		IMC2	0.804
		IMC3	0.776
		IMC4	0.759
		IMC5	0.792
		IMC6	0.705
		IMC7	0.740
		IMC8	0.755
	Joy	J1	0.889
		J2	0.875
		J3	0.862
	Marketing in Media	MM1	0.712
		MM10	0.833
		MM2	0.587
		MM3	0.702
		MM4	0.696
		MM5	0.753
		MM6	0.746
		MM7	0.793
		MM8	0.814
		MM9	0.832
	Pride	P1	0.819
		P2	0.885
		P3	0.738
	Serenity	S1	0.904
		S2	0.888
		S3	0.875
	Teamwork	TW1	0.825
		TW10	0.805
		TW2	0.727
		TW3	0.854
		TW4	0.788
		TW5	0.829
		TW6	0.775
		TW7	0.762
		TW8	0.787
		TW9	0.775
	Vigor	V1	0.863
		V2	0.802
		V3	0.867
Local	Integrated Marketing Communication	IMC1	0.741
		IMC2	0.752
		IMC3	0.688
		IMC4	0.760
		IMC5	0.778
		IMC6	0.706
		IMC7	0.691
		IMC8	0.664
	Joy	J1	0.878
		J2	0.884
		J3	0.843
	Marketing in Media	MM1	0.649
		MM10	0.807
		MM2	0.623
		MM3	0.707
		MM4	0.626
		MM5	0.694
		MM6	0.693
		MM7	0.793
		MM8	0.780
		MM9	0.813
	Pride	P1	0.831
		P2	0.886
		P3	0.688
	Serenity	S1	0.893
		S2	0.887
		S3	0.718
	Teamwork	TW1	0.829

		TW10	0.770
		TW2	0.833
		TW3	0.860
		TW4	0.812
		TW5	0.877
		TW6	0.826
		TW7	0.846
		TW8	0.827
		TW9	0.757
	Vigor	V1	0.805
		V2	0.825
		V3	0.727

Table 4 displays the Heterotrait-Monotrait (HTMT) ratio scores, which test discriminant validity by examining if constructs are clearly distinct from each other. For international brands, HTMT values are below the conservative cut off of 0.85 for the majority of the relationships, implying excellent discriminant validity. Nevertheless, some of them, including pride and joy (0.842) and teamwork and marketing in media (0.807), are close to the cut off, implying a moderate overlap among these constructs. In the same vein, integrated marketing communication (0.858) and vigor marginally surpass the threshold, indicating possible conceptual similarity. In local brands, HTMT values tend to be higher, with integrated marketing communication and joy (0.871) and marketing in media and vigor (0.811) close to the threshold. This indicates that marketing communication and emotional brand experiences could be more connected in local brand settings, possibly impacting distinctiveness among constructs. In spite of these cases, the majority of values are in acceptable ranges, confirming the discriminant validity of the constructs employed in this research. The findings emphasize the necessity of cautious interpretation of constructs that have high HTMT values, especially when constructs like pride, teamwork, and marketing in media have stronger relations.

Table 4: Discriminant Validity (HTMT).

		IMC	J	MM	P	S	TW	V
International	Integrated Marketing Communication							
	Joy	0.604						
	Marketing in Media	0.403	0.691					
	Pride	0.736	0.842	0.798				
	Serenity	0.752	0.821	0.802	0.402			
	Teamwork	0.794	0.769	0.807	0.621	0.675		
	Vigor	0.858	0.285	0.848	0.305	0.691	0.719	
Local	Integrated Marketing Communication							
	Joy	0.871						
	Marketing in Media	0.838	0.715					
	Pride	0.787	0.724	0.786				
	Serenity	0.615	0.580	0.787	0.503			
	Teamwork	0.651	0.582	0.800	0.730	0.693		
	Vigor	0.335	0.609	0.811	0.688	0.538	0.703	

Table 5 presents the R-square statistics, which indicate the percentage of variance explained in the dependent variables, together with model fit indices like Q^2 (predictive relevance), SRMR (Standardized Root Mean Square Residual), and NFI (Normed Fit Index). The findings for international brands show that brand happiness ($R^2 = 0.712$, adjusted $R^2 = 0.701$) is well-explained by its predictors, implying a good model fit. In the same way, marketing in media ($R^2 = 0.630$, adjusted $R^2 = 0.627$) is explained well, where teamwork and integrated marketing communication play a high degree of contribution towards media-based marketing. The Q^2 values (0.460 for brand happiness and 0.410 for marketing in media) reflect the predictive relevance. The SRMR value (0.069) is lower than the suggested 0.08 level, which means the model fits well, and NFI (0.835) implies a solid model fit on incremental fit indices. For local brands, the findings are comparable, with brand happiness ($R^2 = 0.708$, adjusted $R^2 = 0.699$) and advertising in media ($R^2 = 0.555$, adjusted $R^2 = 0.552$) exhibiting slightly weaker but still robust explanatory capability. The Q^2 values (0.455 and 0.375, respectively) validate predictive relevance, and the SRMR (0.071) and NFI (0.830) also validate a good-fitting model. These results affirm that the hypothesized relationships explain a significant amount of variance in both international and local brand settings, validating the robustness of the research model.

Table 5: R-square statistics Model Goodness of Fit Statistics.

		R-square	R-square adjusted	Q2	SRMR	NFI
International	Brand Happiness	0.712	0.701	0.460	0.069	0.835
	Marketing in Media	0.630	0.627	0.410		
Local	Brand Happiness	0.708	0.699	0.455	0.071	0.830
	Marketing in Media	0.555	0.552	0.375		

Table 6 shows the effect size (f^2) values, which reflect the strength of influence each independent variable has on the dependent variables. For international brands, brand happiness has a significant influence on its components, with vigour

($f^2 = 5.322$), pride ($f^2 = 5.049$), serenity ($f^2 = 4.711$), and joy ($f^2 = 3.306$) having large effect sizes, indicating that brand happiness has a strong influence on these emotional outcomes. Integrated marketing communication (IMC) has a moderate impact on brand happiness ($f^2 = 0.185$), while marketing in media ($f^2 = 0.110$) has a smaller impact, which indicates that straightforward media-based efforts at marketing can be less potent than integrated forms of communication. Teamwork influences brand happiness little ($f^2 = 0.001$), but it strongly influences marketing in media ($f^2 = 1.703$), which means teamwork strongly contributes to media marketing approach yet influences brand happiness indirectly. The interaction coefficient $IMC \times MM = 0.016$ indicates a weak moderating influence of integrated marketing communication on the relationship between marketing in media and brand happiness. For domestic brands, the same patterns are noted, where brand happiness significantly influences its emotional aspects, specifically vigor ($f^2 = 4.357$) and pride ($f^2 = 3.701$). IMC has a greater influence on brand happiness ($f^2 = 0.331$) compared to the international setting, whereas marketing in media has a smaller influence ($f^2 = 0.069$). The effect of teamwork on marketing in media is still significant ($f^2 = 1.249$), whereas its direct influence on brand happiness is slightly greater than in the global setting ($f^2 = 0.031$). The moderating influence of IMC on the marketing in media–brand happiness relationship is a bit stronger ($f^2 = 0.046$) but still quite modest. These findings imply that both within international brands and local brands, brand happiness emerges as an especially robust determinant of emotional response, teamwork largely directs media promotional activities, and IMC functions a more notable determinant of brand happiness within contexts involving local brands.

Table 6: Effect Size (f^2).

	Relation	f-square
International	BH → J	3.306
	BH → P	5.049
	BH → S	4.711
	BH → V	5.322
	IMC → BH	0.185
	MM → BH	0.110
	TW → BH	0.001
	TW → MM	1.703
	IMC × MM → BH	0.016
Local	BH → J	2.104
	BH → P	3.701
	BH → S	2.476
	BH → V	4.357
	IMC → BH	0.331
	MM → BH	0.069
	TW → BH	0.031
	TW → MM	1.249
	IMC × MM → BH	0.046

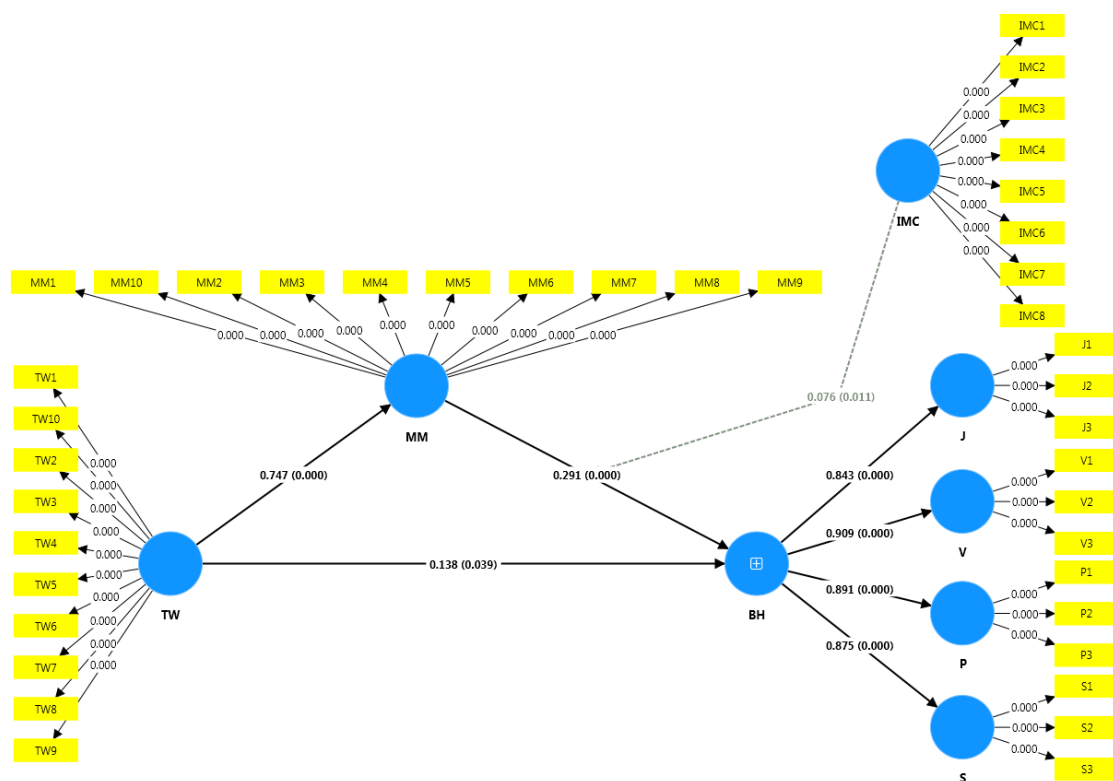


Figure 4: Structural Model for International Brand.

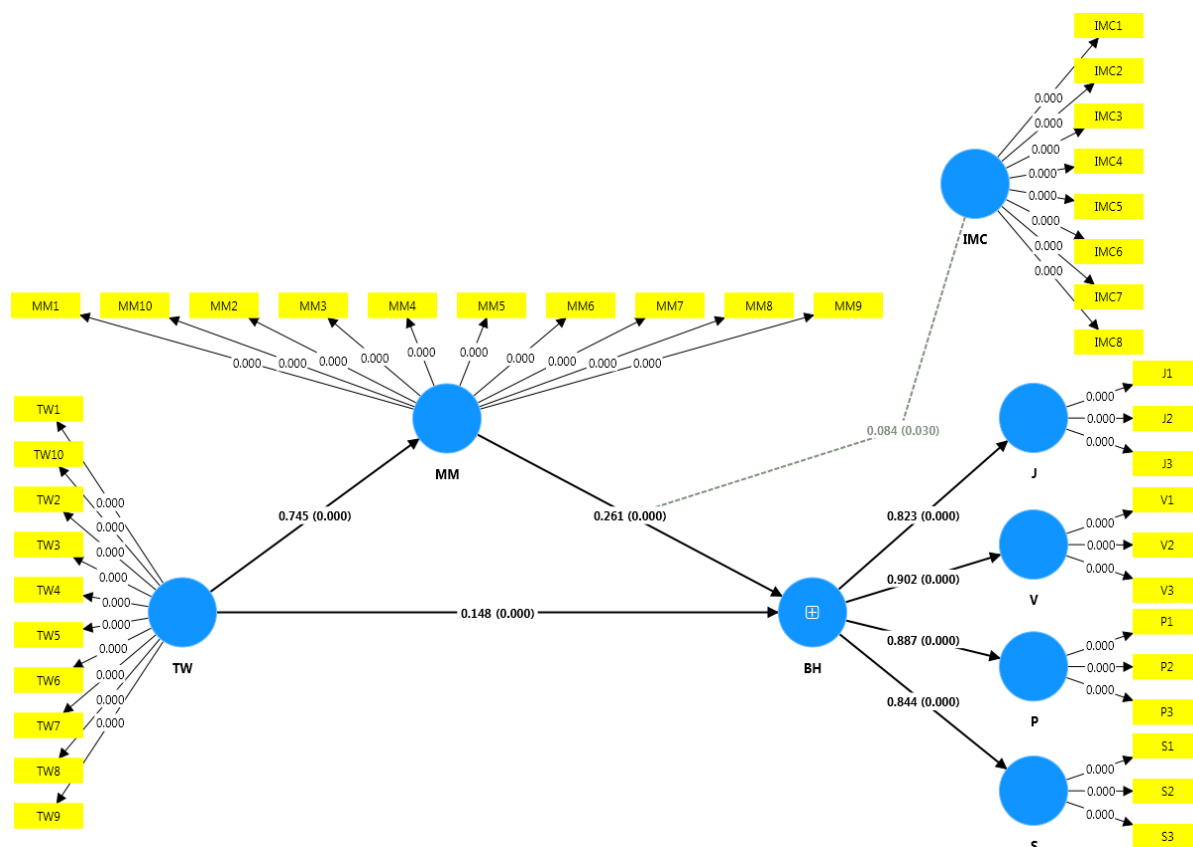


Figure 5: Structural Model for Local Brand.

Table 7, Figure 4 and Figure 5 shows the path analysis outcomes, which analyze the direct, mediating, and moderating effects in both international and domestic brand settings. In international brands, teamwork has a significant positive effect on brand happiness ($\beta = 0.138$, $p = 0.039$), suggesting that organizational collaboration is an important factor in contributing to emotional responses to the brand. Media marketing also greatly impacts brand happiness ($\beta = 0.369$, $p = 0.001$), which indicates that media marketing activities are important to establish positive brand connections. Moreover, the mediation test verifies that marketing in media partly mediates teamwork and brand happiness ($\beta = 0.291$, $p = 0.000$), which implies that teamwork affects brand happiness indirectly through enhancing media marketing strategies. Finally, integrated marketing communication (IMC) is observed to strongly moderate the impact of marketing in the media on brand happiness ($\beta = 0.076$, $p = 0.011$), indicating that an integrated approach to communication strategy enhances the extent to which the media can change brand happiness with a relatively weaker effect.

For domestic brands, teamwork also has a strong influence on brand happiness ($\beta = 0.148$, $p = 0.000$), although the effect size is significantly lower than in the international case, indicating that teamwork is less of a dominant factor in influencing brand-related emotions for domestic brands. Marketing in media continues to be a significant predictor of brand happiness ($\beta = 0.261$, $p = 0.000$), further indicating the significance of media-based promotional activities. The mediating role of media marketing in the teamwork–brand happiness relationship is also established ($\beta = 0.194$, $p = 0.001$), albeit with a slightly weaker effect compared to international brands. Interestingly, IMC's moderation impact on the marketing in media–brand happiness relationship is higher for local brands ($\beta = 0.084$, $p = 0.030$) than for international brands, suggesting well-integrated marketing communication strategies are especially important in promoting media marketing performance in local brand environments. These results are used to compare some of the differences between global and domestic brands, where there is a stronger role for teamwork in global brand well-being, but IMC exerts a more significant moderating influence on domestic brand contexts.

Table 7: Path Analysis.

	Hypothesis	β	S. E	t-value	p-value
Internat	Teamwork has a significant impact on brand happiness.	0.138	0.035	1.765	0.039
	Marketing in media has a significant impact on brand happiness.	0.369	0.116	3.190	0.001
	Marketing in media mediates the relationship between teamwork and brand happiness.	0.291	0.098	2.983	0.000
	Integrated marketing communication moderates the relationship between marketing in media and brand happiness.	0.076	0.022	2.283	0.011
Local	Teamwork has a significant impact on brand happiness.	0.148	0.032	4.604	0.000
	Marketing in media has a significant impact on brand happiness.	0.261	0.077	3.396	0.000
	Marketing in media mediates the relationship between teamwork and brand happiness.	0.194	0.061	3.207	0.001
	Integrated marketing communication moderates the relationship between marketing in media and brand happiness.	0.084	0.045	1.878	0.030

Table 8 shows the multigroup analysis comparing the strength of relationships between international and domestic brands. The findings show that the effect of teamwork on brand happiness is considerably stronger in international brands than domestic brands, differing by 0.445 and a 1-tailed p-value of 0.018, affirming that teamwork has a greater effect in creating brand happiness in international settings. In the same way, media marketing influence on brand happiness is stronger in foreign brands (difference = 0.108, 1-tailed p = 0.042), although the effect size is smaller than that of collaboration. The medium effect of marketing in media on the teamwork–brand happiness relationship also exhibits greater presence in international brands (difference = 0.099, 1-tailed p = 0.039), which means that media marketing is a more effective medium for teamwork-based brand happiness across the globe. The moderation effect of integrated marketing communication (IMC) on the marketing in media–brand happiness relationship is nevertheless slightly stronger for local brands (difference = -0.033), yet not statistically significant (1-tailed p = 0.067), meaning that IMC does not have a dramatically different moderating effect between the two kinds of brands. These results validate that marketing in media and collaboration are more efficacious in propagating brand bliss for global brands, while local brands may find other channels, like IMC, to reinforce media marketing efforts.

Table 8: Multigroup Analysis.

	Difference (Group_International - Group_Local)	1-tailed (Group_International vs Group_Local) p value	2-tailed (Group_International vs Group_Local) p value
Teamwork → Brand Happiness	0.445	0.018	0.036
Marketing in Media → Brand Happiness	0.108	0.042	0.084
Marketing in Media (Mediates) → Teamwork & Brand Happiness	0.099	0.039	0.078
Integrated Marketing Communication (Moderates) → Marketing in Media & Brand Happiness	-0.033	0.067	0.134

5. Discussion

The findings of this research give important insights into the intricate connections between integrated marketing communication, brand happiness, team collaboration, and marketing in media. With the era where brand reputation is affected both by internal team collaboration and external communication strategies, one has to understand how these factors cross paths so as to assist organizations in attempting to create positive brand experiences. The results confirm the central role of teamwork in building a brand climate that brings joy, energy, pride, and peace of mind and indicate the influential role of marketing activity in building up such emotional connections. In addition, the mediating function of marketing across media and the moderating effect of integrated marketing communication offer a more refined insight into how brand happiness can be developed in a targeted manner through synergy. Through the deconstruction of these relationships, this discussion explores the implications of the findings, comparing them to previous literature, addressing theoretical contributions, and proposing practical recommendations.

The research evidence affirmatively reinforces the extensive role that teamwork plays on brand happiness with emphasis on collaborative working environments leading to positive feelings related to a brand. Under conditions of functioning effectively as teams, employees enable cohesive organizational cultures that boost perception towards the brand and intensify emotional attachment in internal and external stakeholder (Banerjee *et al.*, 2024). An atmosphere of solid teamwork is established when employees are valued, motivated, and engaged through the experience, producing high-quality and consistent brand representation. This further feeds back into favorable consumer experiences that confirm the impression of brand happiness. The outcomes conform to social identity theory, where it is held that individuals take pride in belonging to groups and derive feelings of belonging from these groups, thereby rendering teamwork as an imperative influencer of favorable brand-associated emotions (Gutiérrez-Rodríguez *et al.*, 2024). Previous research has also pointed out that organizations with effective team dynamics enjoy better customer service, higher brand loyalty, and greater consumer satisfaction, all of which contribute to a more emotionally engaging brand experience. Further, the disparity in the impact of teamwork on brand happiness between local and multinational brands suggests that multinational firms may have more structured teamwork initiatives, such as cross-functional teams, leadership development, and employee engagement, which strengthen the connection between teamwork and brand happiness (Zhou *et al.*, 2024). Local brands, however, can benefit by investing in more effective teamwork infrastructure to enhance employees' collaboration and consequently brand-associated emotional outcomes. Such outcomes necessitate the encouragement of a team-oriented work culture in order to achieve higher brand happiness and more emotionally engaging brand identity.

This study upholds the contribution of media marketing in fueling brand happiness, continuing to support that successful media marketing campaigns are vital to drive the emotional relationship a consumer has towards a brand. Successful media marketing allows brands to build relationships that count with their customers, craft compelling brand stories, and communicate their values in a way they connect with people (Al-Husban *et al.*, 2023). Media marketing campaigns give greater voice to consumer opinions regarding brand sincerity, trust, and emotional connection. Emotionally evocative promotion campaigns, based on previous literature, enhance customer involvement, commitment, and fulfillment by evoking positive feelings such as happiness, pride, and excitement, all of which translate to brand joy (Mishra *et al.*, 2025). Further, the variation seen between local and global brands shows that global brands can utilize more sophisticated

marketing techniques, including interactive digital media, influencer collaborations, and data-driven personalization, in a bid to strengthen consumer-brand relations. Local brands, on the other hand, might adopt more conventional or resource-limited marketing techniques, which could confine them regarding maximizing brand happiness using media marketing (Sato *et al.*, 2023). These results underscore the changing nature of media advertising as a driver of brand happiness, prompting firms to invest in innovative and emotionally compelling marketing communications to build stronger consumer relationships and stand out in intensely competitive markets.

The findings support the mediating role of media advertising on teamwork and brand happiness, implying that possessing sound media advertising strategies enhances the effect of teamwork on brand emotional performance. Whereas teamwork reinforces strong internal brand culture and employee-led brand advocacy, marketing in media is the external platform that disseminates these internal brand assets to the consumers (Kerrisey; Novikov, 2024). When workers collaborate with each other, they project their common values, passion, and dedication to the brand through media marketing activities, portraying a more genuine and emotionally engaging brand picture. Existing literature has already determined that highly cohesive and collaborative brands normally develop more effective marketing messages since workers directly contribute to storytelling, brand advocacy, and customer interaction through media platforms. This is what underscores the function of marketing within media as bridging internal organizational dynamics with external brand perception (Reddy *et al.*, 2023). Additionally, the discrepancies noted between local and international brands imply that international businesses might apply teamwork-generated knowledge into their marketing strategies more effectively, using digital platforms, social media engagement, and storytelling methods to build brand happiness. Conversely, local brands can be required to enhance their internal communication channels so that team-driven brand enthusiasm is translated into effective external marketing strategies (Singh, 2024). These results underscore the need for organizations to strategically connect their teamwork initiatives with media marketing efforts in an effort to enhance brand happiness and emotional consumer involvement.

The results confirm that integrated marketing communication (IMC) moderates the impact of marketing in media on brand happiness, and the importance of a consistent and unified brand communication strategy in shaping consumer mood. While marketing in media enhances brand happiness by creating engaging and emotionally resonant content, the effectiveness of these efforts is significantly enhanced when they are aligned within an overarching IMC framework (da Silva; Giraldi, 2025). Consistency in marketing message across various channels of media by a well-governed and cohesive IMC strategy guarantees maintaining brand identity, emotional connection along with consistent brand messages. As suggested by some past studies, inconsistent or confusing marketing messages jeopardize consumer sentiments about brand believability and authenticity, diluting the influence of media-based marketing on happiness for the brand (Li *et al.*, 2023). The differences between international and local brands also underscore the role of IMC in streamlining brand communication strategy social, and conventional media. Domestic brands, on the other hand, will be apt to fight a losing battle to ensure message consistency due to their lack of resources or sparse attempts at communications. These findings suggest that businesses must prioritize the implementation of comprehensive IMC strategies to maximize the effectiveness of media marketing and enhance the emotional appeal of their brand (Nurbani Aisyah *et al.*, 2024). Through coordination of marketing activities across all media in a strategic manner, brands are able to create maximum consumer engagement and brand joy.

The multigroup analysis (MGA) findings reflect significant contrasts between local and global brands in the interdependence of teamwork, marketing via media, integrated marketing communication, and brand happiness. Teamwork's impact on brand happiness is significantly more powerful for global brands, with implications that global companies might have more formal teamwork cultures that favorably affect brand-emotional aspects (Hessari *et al.*, 2025). Furthermore, media marketing affects brand happiness differently between groups and implies that global brands are in a better position to leverage media marketing to establish positive emotional associations with their brand. The mediating effect of marketing in media between teamwork and brand happiness is also different and has a larger indirect effect for international brands, indicating that they can translate teamwork-derived insights better into media activities (Schilling *et al.*, 2024). However, the moderating impact of integrated marketing communication on improving the effect of marketing in media towards brand happiness does not show any statistically significant disparity between the two groups, which indicates that both international and domestic brands have confidence in the importance of uniform brand communication. These results highlight that though teamwork and media promotion are important for both global brands and local brands, global brands could have a more formal process of utilizing internal collaboration and external communication tactics towards better brand happiness. Organizations, especially local brands, should develop the ability to improve their teamwork dynamics and bring these into line with strategic media promotional activities in order to maximize the emotional appeal of their brand.

Together, the findings of this study affirm the fact that brand happiness is not just a result of external marketing but is rooted deeply in the internal processes of teamwork and strategic communication. The substantial influence of collaboration on brand joy underscores the need to cultivate an engaged and collaborative workforce, while the marketing role in media reinforces the strength of strategic communication in building favorable brand impressions (Al-

Fakeh et al., 2023). The mediation power of marketing in media also reiterates the importance of corporations incorporating teamwork-based insights into their advertising, so internal values align with external communications. Moreover, the integrating role of integrated marketing communication suggests the importance of uniformity and coherence in brand narratives to strengthen the impact of marketing campaigns (**Dhiman; Kumar**, 2023). The findings above have managerial and scholarly implications for practice, encouraging a system which combines intra-organization coordination with inter-organization cooperation to bring about brand happiness (**Tosun; Tavşan**, 2024). As businesses struggle with a more competitive marketplace, leveraging these insights can help create genuine and emotionally resonant brand experiences that fuel long-term customer loyalty and satisfaction.

5.1. Implications, Limitations and Future Research Directions

The theoretical contributions of this study cross various disciplines, providing significant insights into branding, marketing, organizational behavior, and communication. Through the establishment of the critical function of teamwork in creating brand happiness, this study reinforces and enhances social exchange theory, which predicts that positive intra-organizational interactions are projected outward as brand perceptions. The results identify the ways that a motivated and cooperative workforce creates a emotionally rich brand experience in conformity with the service-profit chain model, which asserts that inside organizational variables drive customer satisfaction and brand loyalty. Moreover, the study also develops signaling theory by showing marketing in media as an essential go-between between collaboration and brand bliss, serving as a vehicle through which internal brand values are successfully conveyed to external parties. The moderating effect of integrated marketing communication also extends the resource-based view (RBV), highlighting strategic communication abilities as intangible resources that increase the productivity of brand construction efforts. This research also adds to the emerging literature on brand happiness by empirically confirming its multi-dimensionality within a combined framework of internal and external factors. In addition, the study extends current literature by highlighting the interaction between marketing tactics and internal organizational culture, calling for a more comprehensive branding approach that considers both employee-led and market-led considerations. By filling gaps in existing research, this research provides a platform for future research to investigate the interrelatedness of teamwork, marketing, and emotional brand outcomes across various industry.

The practical significance of the findings is extremely relevant to organizations, brand managers, and marketing strategists interested in increasing brand happiness through internal and external avenues. The study emphasizes the need for a collaborative work culture, as teamwork plays a crucial role in determining brand happiness by creating a feeling of joy, vigor, pride, and serenity among employees, which ultimately translates into customer perceptions. This discovery underlines the necessity for organizations to make investments in team-building, employee engagement initiatives, and an empathetic work environment that supports the brand's values. Also, the mediating role of marketing in media implies that strong communication strategies have an important part to play in transforming internal teamwork dynamics into positive brand images. Firms should therefore focus on constant and effective brand communication through several media channels such that the firm's culture and worker passion are effectively communicated to customers. Integrated marketing communication also underscores the imperative for a tightly coordinated, strategy-based brand advocacy that aligns various marketing avenues to optimize brand joy. Organizations need to prioritize cross-platform campaigns where offline and online marketing activities complement each other with a consistent brand image. In addition, this study offers HR practitioners and marketers the insights to collaborate with each other to match the internal employee satisfaction initiatives and external brand creation efforts. Through an integrated strategy that links internal team dynamics with external marketing efforts, businesses can foster a more emotionally engaging brand experience, resulting in increased customer loyalty, greater brand equity, and long-term competitive advantage in the market.

Though this study offers meaningful findings on the correlation between teamwork, media marketing, integrated marketing communication, and brand happiness, it has some limitations. A key limitation of this study is its cross-sectional nature, which hinders establishing cause-and-effect relationships among variables. Subsequent research may employ a longitudinal design to capture more fully how these dynamics change over time and whether the effect of teamwork and marketing campaigns on brand happiness endures over the longer term. Last, the study is largely reliant on self-reported measures and can potentially be subject to social desirability bias or respondent subjectivity. Future studies could utilize objective measures of performance or third-party ratings to help further validate the findings. The geographical and industry-specific scope of the study also creates limitations with respect to the generalizability of the results. Future studies must examine these associations across different economic and cultural environments, as well as in different business environments, to determine if the results are transferable everywhere or require contextual adjustments. Further, since this study examined teamwork as an important factor influencing brand happiness, other organizational factors such as leadership, corporate social responsibility, and organizational culture could also be important drivers of brand happiness. Subsequent research work can broaden the current paradigm by incorporating these other variables to gain a better understanding of determinants of brand happiness.

Another important avenue for future studies is to study the role of new technologies and digitalization in increasing brand happiness. With artificial intelligence, big data analytics, and social media marketing evolving very fast, companies are using them to develop more personalized and immersive brand experiences. Future research may investigate the impact of AI-based marketing strategies, chatbots, and influencer marketing on the interaction between teamwork, marketing activities, and brand happiness. Further, although this study confirmed the moderating effect of integrated marketing communication, future research may investigate the performance of various integrated marketing strategies across different consumer segments. Personalization, storytelling, and experiential marketing's impact on brand happiness might be explored to offer deeper insights into how brands may emotionally connect with consumers. Experimental designs could also be incorporated in future studies to examine the efficacy of certain marketing campaigns and collaboration programs in actual business contexts. With the growing focus on sustainability and ethical branding, it is possible that upcoming research might also explore the integration of sustainable marketing practices, employee commitment, and brand joyfulness. Exploring these lacunae and broadening the scope of inquiry, future research can help develop a more integrated understanding of how internal and external brand construction activities influence consumer perception and long-term success of brands.

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