AN EMPIRICAL STUDY OF INTERNAL BRANDING ON ORGANIZATIONAL CITIZENSHIP BEHAVIOURS: THE MEDIATING ROLES OF WORK ENGAGEMENT AND JOB SATISFACTION

Thesis

Submitted in partial fulfillment of the requirement for the degree of
DOCTOR OF PHILOSOPHY

By

V. MADHUSUDHAN GOUD
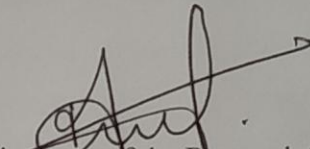Register No. 158001SM15F10

SCHOOL OF MANAGEMENT

NATIONAL INSTITUTE OF TECHNOLOGY KARNATAKA, SURATHKAL,
MANGALORE-575025

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DECLARATION

I hereby declare that the Research Thesis entitled "**AN EMPIRICAL STUDY OF INTERNAL BRANDING ON ORGANIZATIONAL CITIZENSHIP BEHAVIOURS: THE MEDIATING ROLES OF WORK ENGAGEMENT AND JOB SATISFACTION**" Which is being submitted to the **National Institute of Technology Karnataka, Surathkal** in partial fulfilment of the requirements for the award of the Degree of **Doctor of Philosophy in Management** is a *bonafide report of the research work carried out by me*. The material contained in this Research Thesis has not been submitted to any University or Institution for the award of any degree.

(Signature of the Research Scholar)

Name: **V. Madhusudhan Goud**

Reg. No.: 158001SM15F10

Department: School of Management

Place: NITK-Surathkal

Date: 19-05-2022

CERTIFICATE

This is to *certify* that the Research Thesis entitled "**AN EMPIRICAL STUDY OF INTERNAL BRANDING ON ORGANIZATIONAL CITIZENSHIP BEHAVIOURS: THE MEDIATING ROLES OF WORK ENGAGEMENT AND JOB SATISFACTION**" submitted by **Mr. V. Madhusudhan Goud**, (Register Number: 158001SM15F10) as the record of the research work carried out by him, is *accepted as the Research Thesis submission* in partial fulfilment of the requirements for the award of degree of Doctor of Philosophy.
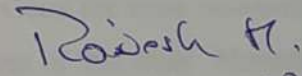
Place: NITK-Surathkal

Date : 19-05-2022.

Dr. Sheena

Research Guide

Associate Professor

School of Management

NITK, Surathkal, India

Roivesh H.

19/5/22

Chairman, DRPC

(Signature with Date and Seal)

Rajesh Acharya H.
Head, School of Management
National Institute of Technology Karnataka
Post Srinivasnagar,Surathkal D.K.-575025

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LIST OF ABBREVIATIONS

FLE	Front Line Employees
PSB	Public Sector Banks
OCBI	Organizational citizenship behaviours towards Individuals
OCBO	Organizational citizenship behaviours towards Organization
OCBC	Organizational citizenship behaviours towards Customers
IB	Internal Branding
TRG	Training
IC	Internal communications
RW	Rewards
WE	Work Engagement
JS	Job Satisfaction
CFA	Confirmatory Factor Analysis
SEM	Structural Equation Modeling
AMOS	Analysis of Moment of Structures
LISREL	Linear Structural Relations
CR	Composite Reliability
AVE	Average Variance Extracted
CFI	Comparative Fit Index
TLI	Tucker Lewis Index
RMSEA	Root Mean Square Error of Approximation
SRMR	Standardized Root Mean Square Residual
SE	Standard Error
STE	Standardized Estimation
USE	Unstandardized Estimation
MLE	Maximum Likelihood Estimation
DF	Degrees of Freedom
VIF	Variance Inflation Factor
SPSS	Statistical Package for Social Science
SD	Standard Deviation
KMO	Kaiser-Meyer-Olkin

LIST OF FIGURES AND TABLES

ABSTRACT

Building a strong brand in the service industry is critical today as competition in the industry has become more intense than ever before. Intensified competition among the service organizations has called for the internal brand concept. Internal branding is considered as promoting the branding inside the organisation to leverage the brand image by aligning the organisation values with the employee values. Hence, considering this factor, the present study seeks to examine the effect of internal branding on employees attitudes like work engagement, job satisfaction and organizational citizenship behaviours of the front line employees working in the public sector banks of south India. To examine the effect of internal branding on organizational citizenship behaviours of the front line employees through work engagement and job satisfaction, a conceptual model was designed with social exchange theory as the theoretical framework. The present study considered internal communications, training and rewards as the manifestations of Internal branding in measuring employee attitudes and behaviours. Samples of 817 front line employees were chosen for the study. The study found internal branding leverages the employees' organizational citizenship behaviours through work engagement and job satisfaction. Interestingly, the study found that work engagement fails to measure organizational citizenship behaviours towards customers in the front line. Similarly, front line employees' job satisfaction proved an insignificant relationship with organizational citizenship behaviours towards coworkers. This study suggests implications for the service domain, especially the banking sector, since public sector banks face extreme competition with private and foreign banks. Moreover, in this perspective, front line employees' attitudes and behaviours play a vital role in improving the bank's effectiveness.

Keywords: Internal Branding, Work Attitudes, Behaviours, Front Line Employees, Bank, India.

CONTENTS

CHAPTER 1

1. INTRODUCTION

Service organizations remain unique by punctuating heavily on the human capital, unlike product organizations, whose tangible features are out there to be physically tested either by touching or through a test drive which can help overcome the perceived risks before purchase. (Berry, 2000, p. 128). Naturally the service organizations find themselves hugely challenged here for the fact that customers are unable to pre-test the attributes of this sector (de Chernatony & Cottam, 2006; Löhndorf & Diamantopoulos, 2014).

The service sector primarily revolves around the service interaction between an employee and a customer making them to be an intangible, heterogeneous and inseparable partner in this whole transaction. Therefore, the employees' behavior importantly helps determine the perceived risk in advance (Papasolomou & Vrontis, 2006; Subramony & Pugh, 2014). In this process, the front line employees (FLE) becomes a valuable asset since their behavior and attitude plays a critical part to a customers' perception of service brand (Morhart, Herzog, & Tomczak, 2009; Sirianni, Bitner, Brown, & Mandel, 2013). Consequently, FLEs become the face of every organization reflecting a particular brand image in the minds of a customer during their first "service encounter"(de Chernatony & Segal- Horn, 2003, p. 1096). The dependence of a brand on FLEs attitude and behavior towards a customer is therefore never an exaggeration (King & Grace, 2010; Papasolomou &Vrontis, 2006).

Unlike investments earmarked towards advertisement, service organizations have minimal control over FLEs interaction with their customer, often resulting in unimpressive behaviors at that level. To prevail over such situations internal branding comes as a strategic tool which helps to promote a brand inside an organization which is aimed at sensitizing employees to the organizations' brand value and culture (Punjaisri, Evanschitzky, & Wilson, 2009a). Once this message is conveyed to every contact point in the organisation employees would then consistently deliver the brand promise to its customers. In this direction companies like South-West airlines, Ritz & Carlton, and

Virgin airlines have actually worked on to prioritize their employees first and customers' next slogan because they realize that valued employees not only tend to make customers happier and satisfied but also remain loyal towards their organization. In other words improved customer satisfaction and the desire to remain competitive in the market are the positive turnarounds of investing in (FLEs).

The service branding literature highlights the behavior of FLEs contributing to gaining customer loyalty and service quality (Lee, Nam, Park, & Lee, 2006; Sirianni et al., 2013). They have been grouped into in-role behavior and extra-role behaviour. Extra-role behaviours denote 'behaviours beyond explicit role requirements' (Wallace, de Chernatony, & Buil, 2011, p. 473). They are also termed as organizational citizenship behaviors or (OCB) defined as discretional behaviours not formally prescribed by the organization (Organ, 1988). It can also help gain a competitive advantage compared to in-role behaviour (Jacobs, 2003; Xiong, King, & Piehler, 2013). Many literatures assert that employees' service performance like OCB is more salient in gaining the organization's productivity in terms of customer satisfaction and financial performance than job performance (Buil, Martínez, & Matute, 2016; Wallace et al., 2011).

Work engagement gained much popularity in service marketing literature due to its meritocracy in engaging FLEs in building service quality and customer delight (Barnes & Collier, 2013; Barnes, Collier, & Stacey, 2014). This is because engaged employees display enthusiasm, high energy and stay engrossed in their duties, thereby augmenting the service behaviour by engaging in extra-role behaviours.Evidences from literature asserts that employee engagement and work engagement are interchangeable(Barnes & Collier, 2013; Macey & Schneider, 2008). According to Barnes and Collier (2013) employee engagement and work engagement are distinct and not alike. Employee engagement concentrates highly on FLEs' organization, job and roles in contrast to work engagement which focuses on FLEs work.

Few literatures emphasize on disengaged employees at workplaces to be growing in numbers (Karatepe& Aga, 2016). FLEs high levels of disengagement are notable at workplaces running organizations to lose billions due to low productivity, high

absenteeism followed by high turnover intention(Karatepe, Ozturk, & Kim, 2019). Here, this research proposes to undergo a study on internal branding and work engagement where earlier studies lacked empirical research (Bravo, Pina, & Tirado, 2021; Lee, Kim, & Kim, 2014). In doing so, this research contributes to the literature by predicting internal branding in retaining FLEs; exhibiting positive behaviours.

Similarly, to exhibit coveted behaviours by the FLEs, their attitude plays an indispensable role especially because FLEs play the role of delivering services and it remains a challenging task. Undoubtedly, FLE job satisfaction at workplace has been highlighted in the literatures as the most important factor that helps to improve the brand value of a bank. Organizational brand building Studies by (Gounaris & Boukis, 2013; Papasolomou & Vrontis, 2006) also paint a similar picture that satisfied employees tend to creates satisfied customers. Positive outcomes of job satisfaction in extant service literatures clearly points at service quality and customer satisfaction (Lee et al., 2006; Yoon &Suh, 2003). However, only negligible empirical studies on FLEs job satisfaction finds mention in the internal branding literature (Du Preez & Bendixen, 2015)(Du Preez & Bendixen, 2015). Clearly, organizations can here draw a direct connect between FLEs job satisfaction to that of customer satisfaction.

Earlier studies on internal branding focused around brand commitment, brand identification, work engagement, job satisfaction, brand pride, brand loyalty independently Etc. (Buil et al., 2016; Du Preez & Bendixen, 2015; Helm, Renk, & Mishra, 2016; Piehler, King, Burmann, &Xiong, 2016; Punjaisri, Wilson, & Evanschitzky, 2009b).Integrating work engagement and job satisfaction as dual mediators to determine behaviors like OCBs within a single study has thus far been regrettably missed in any mainstream internal branding literature. This is because past literatures argue that work engagement and job satisfaction are similar and require empirical studies to unearth the relationship between these two constructs (Harter, Schmidt, & Hayes, 2002; Macey & Schneider, 2008; Newman & Harrison, 2008). Hence, the present research seeks to determine the role of internal branding on OCBs through multiple mediators like work engagement and job satisfaction. Because engaged

and satisfied FLEs are highly relevant in the present times compared to individual assessment of work engagement and job satisfaction so as to leverage their behaviors towards an Organization's convincingness.

Most literature on internal branding till date has been drawn from a case study or managerial standpoint (Arendt & Brettel, 2010; Bravo, Buil, de Chernatony, & Martínez, 2017; Burmann & Zeplin, 2005; Gapp & Merrilees, 2006). However, empirical studies on employee outcomes have been far and few(Buil et al., 2016). Also, the mechanisms that influence or lead to desired service employee-related outcomes through internal branding has thus far been sparsely studied (Bravo et al., 2017; Dechawatanapaisal, 2018; Lee et al., 2014). In addition, developing countries like India and it's public sector banks that cover a significant portion of the service sector lacks an encouraging history of empirical studies in the internal branding context (Kaur, Malhotra, & Sharma, 2020; Popli, Rizvi, & Aggarwal, 2017). This has been the reasonable motivating factor that led this researcher to undertake an exhaustive study on internal branding in the Indian context.

1.2 PROBLEM STATEMENT

The role of internal branding has benefited both employees and organizations in many ways. Previous researchers have highlighted on internal marketing areas benefiting customers in the name of customer orientation or service orientation and service quality (Bailey, Albassami, & Al-Meshal, 2016; Papasolomou & Vrontis, 2006). But only a few studies have exclusively emphasized the role of employees in brand building (Boyd & Sutherland, 2006; Harris & de Chernatony, 2001) and how brand leverages their attitudes and behaviours (Burmann & Zeplin, 2005; Punjaisri & Wilson, 2011). However, literatures on internal branding influencing attitudes and behaviours that reflect on employees' cognitive and physical behavior during service encounters are scanty and wanting. Furthermore, a recent study by Du Preez and Bendixen (2015) have called for a further detailed study of internal branding on job attitudes and its outcomes. Recent studies surrounding the Indian banking sector highlighted the behavior of employees and their technological orientation being crucial while addressing the difficulties associated to

both employees and customers (Mittal & Agrawal, 2016). This research proceeds to empirically examine the internal branding on bank employees' job attitudes and organizational citizenship behaviours. However, despite the growing importance of internal branding at workplace, very few studies have been done yet, especially, in a developing country like India. Since India's service sector plays a vital role in nation building and banks remain a major stakeholder acting as the primary mediator between public and an organization demonstrating brand values through brand promise(Raj, 2018).

1.3 RESEARCH QUESTIONS

1. Do internal branding influence various dimensions of organizational citizenship behaviours relevant to employees, organization and customers' simultaneously.
2. Does internal branding influence multiple dimensions of organizational citizenship behaviours through work engagement?
3. Does internal branding influence multiple dimensions of organizational citizenship behaviours through job satisfaction?
4. Do work engagement and job satisfaction serially mediate between internal branding and organizational citizenship behaviours?

1.4 RESEARCH OBJECTIVES

1. To test the effect of internal branding on organizational citizenship behaviours.
2. To assess the impact of internal branding on work engagement.
3. To investigate the relationship between work engagement and various dimensions of organizational citizenship behaviours.
4. To examine the mediating role of work engagement between internal branding and organizational citizenship behaviours.
5. To assess the effect of internal branding on job satisfaction.

6. To understand the relationship between job satisfaction and different forms of organizational citizenship behaviours.

7. To examine the mediating role of job satisfaction between internal branding and organizational citizenship behaviours.

8. To investigate the mediating effect of work engagement and job satisfaction serially between internal branding and job satisfaction.

1.5 DEFINITION OF KEY VARIABLES

Internal branding: Internal branding is a concept developed in multiple dimensions. According to Du Preez and Bendixen (2015) there exists no consensus definition on internal branding in literature. Internal branding is associated with internal communications, training and rewards. Miles and Mangold (2004, p. 535) provide a comprehensive definition of internal branding as "the process by which employees internalize the desired brand image and are motivated to project the image to customers and other organizational constituents".

Work engagement: Work engagement is defined as "a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption"(Schaufeli, Salanova, González-romá, & Bakker, 2002, p. 74).

Job satisfaction: Job satisfaction is the degree to which a person gets a pleasurable or positive emotional state from one's job or job experiences (Locke, 1969, p. 317).

Organizational citizenship behaviour (OCB): OCB for this study is defined as discretionary behaviour and which is not directly recognized by the formal reward system and includes dimensions such as altruism, courtesy (OCBI) and conscientiousness, sportsmanship, civic virtue (OCBO). This is drawn from Williams and Anderson (1991) framework of OCB. OCB towards customers refers to "discretionary behaviours of contact employees in serving customers that extend beyond formal role requirements" (Bettencourt & Brown, 1997, p. 41).

1.6 THE RATIONALE OF THE STUDY

Traditionally, unlike other service sectors, banks leverage the brands with a minimal effect. The reason behind this is due to the intangible nature of banking services. According to Wallace et al. (2011), only 27 percent of customers are satisfied with the banking services. In addition, factors like lack of brand articulation and infrequent changing of banks by customers indicate that banks face extreme brand building challenges. To overcome this, banks should take up critical challenges like brand building from employees' perspectives—more specifically, FLEs behaviours offering human touch concept during customer interactions. Consequently, banks gain positive customer satisfaction, word of mouth and loyalty (Wallace et al., 2011).

This study examines the Indian public sector banks (PSBs) who play major role in several Indian economy-boosting activities and reflects the growth pattern of our economy (Ghosh, Rai, & Sinha, 2014). Due to fluctuations in the business environment and the emergence of private sector and foreign banks, PSBs now have a challenging task of remaining competitive. This scenario makes the banks to be more focused and concentrate on encouraging innovations, improve the quality and speed of service (Shrivastava & Purang, 2011). Thus, the challenges to retain human capital in PSBs requires an atmosphere of motivation, job satisfaction and the branding of employees at the workplace (Chakrabarty, 2014). Ghosh, Rai, Chauhan, Gupta, and Singh (2015)have highlighted the connection between a bank employees' performance and its overall productivity. Recently, Mann and Harter (2016) argued that only 13 percent are engaged in the world. Among them, only 8 percent of Indians are engaged (Gupta, Ganguli, & Ponnam, 2015) at the workplace, in contrast to world engagement. Chaturvedi and Rajgarhia (2018) asserted that PSBs need to incorporate behavioural metrics like employee engagement to overcome economic recovery and promote productivity. It has been understood that there is lack of research evidence across PSBs in the subject.

A five hundred report compilation made between 2015 and 2020 fails to find Indian PSBs mentioned amongst a globally ranked list of top 200 banks (Brand Finance, 2020). Mundra (2017) recommends that PSBs customer services need to focus more on

productivity. Under this banking scenario in our country, this researcher was motivated to have a pragmatic look at the internal branding concept in public sector banks of India and make constructive suggestions.

1.7 ORGANIZATION OF THESIS

This thesis gets structured in the following six chapters:

The first chapter introduces the topic of study, followed by the research gaps, purpose and objectives of the research with a footnote on the rationale for choosing this study towards the end. Since this research is focused at the Indian PSBs, an overview of the Indian PSBs is also provided.

The second chapter elaborates to review relevant areas of the research variables. The connect between a high order construct like internal branding with its other variables like work engagement, job satisfaction and various dimensions of OCB's have been precisely explained.

The third chapter outlines the theoretical framework of the study accompanied by explaining the gaps of the study. In addition, the conceptual models along with formulation of hypotheses are presented.

The fourth chapter describes the research methodology that has been adopted to include research design, data collection procedures, demographic characteristics and other related information.

Statistical analysis and interpretations of results are covered in the fifth chapter. The measurement model along with validity, reliability measurements, and structural model hypotheses are detailed here.

The sixth chapter begins with a discussion of the findings along with its implications. Finally the research limitations and recommendations for future research has also been specified in this section.

CHAPTER 2

REVIEW OF LITERATURE

2.1 CHAPTER OVERVIEW

In this chapter, the researcher describes in detail the concept of internal banding and the constructs considered for the study. In line with the literature, the study further discusses the interrelationship between internal branding and the other concepts viz; internal marketing and employer branding. The chapter later discusses the various dimensions of internal branding. In addition to this, the literature elucidates the other constructs interlinked with internal branding like work engagement, job satisfaction followed by organizational citizenship behaviours.

2.2 INTERNAL BRANDING

Internal branding as a subject has gained momentum owing to the importance of front line employees in helping leverage the organisation values and goals. In their perspective, organizations are encouraging internal branding as promoting the branding within the organisation. Employees play a vital role since they are the key ingredients to deliver the required behaviour in the market. Even though many scholars projected the importance of the employees, the importance of employees emerges with the paradigm shift of Vargo and Lusch (2004) where they highlighted the importance of services. In their view, the importance of service branding has been highlighted where many of the companies continued following the product branding model to the service model. Hence, they failed to meet the expectation of the customers. A brand is a cluster of physical and emotional values displayed during sales. The importance of employee branding was found when the organisation started to transform from line branding to corporate branding since employees were no longer confined to the organisation. In fact, they were treated as organisation builders or better called as brand ambassadors (Harris & de Chernatony, 2001). As already stated, a brand is a cluster of functional and emotional values where functional values can be easily replicated or acquired by the organisation to meet the

customer needs and organisation needs. For instance, the organization's technology is considered a functional value (Garas, Mahran, & Mohamed, 2018). However, the emotional values connect the customers with the organisation. Moreover, it is through employees that the organisation can effectively meet the demands of the stakeholders. More specifically, the emotional behaviour aspects are critical for the building or damage of the organisation since they are the organization's face.

Implementation of branding dates back from 1500 BC, when the Greeks tagged a mark in order to differentiate their cattle (Whisman, 2009). Later in 1931, Proctor & Gamble labelled their products in order to help customers to recognize them. During in the 1960s, American Marketing Association proposed the brand as name, symbol, sign, term or combination to differentiate their products from their competitors (Skaalsvik& Olsen, 2014). A strong brand facilitates brand loyalty and price premiums (Aurand, Gorchels, & Bishop, 2005).However, the brand is also applicable for the service sector. Due to the intangible nature of services, service brands are difficult to assess in advance (Löhndorf& Diamantopoulos, 2014). Hence, service organisation concentrates on FLEs behaviours to assess the promised brand image. While delivering the services, the behaviour of the FLEs differs, due to their heterogeneous nature (Popli et al., 2017; Punjaisri& Wilson, 2017). Service organizations consider internal branding as a tool to leverage the FLEs attitudes and behaviours to provide a customer experience in terms of brand reality and ensure consistency in performance.

Internal branding refers to aligning the organization's values with the employees' values and demonstrating brand performance into brand reality. Internal branding reshapes the employees' by linking the values and organizational culture of the organisation (de Chernatony & Cottam, 2006). Further, FLEs are considered as critical factors of the service brand since they transform corporate identity to corporate reputation through their behaviours(Garas et al., 2018; Helm et al., 2016). Before delivering the brand values into brand promise, FLEs need to internalize and live the brand (Dechawatanapaisal, 2018; Erkmen & Hancer, 2015).

2.2.1 INTERNAL BRANDING AND INTERNAL MARKETING – THE CONNECTION

Internal branding as a subject has been explained in various articles of branding literature. There exists extant literature that internal branding has been derived from the internal marketing concept. (Garas et al., 2018; Punjaisri et al., 2009a; Saleem& Iglesias, 2016).Berry and Parasuraman (1991); Mitchell (2002)argued that the importance of service employees play a critical role in delivering services to customers. However, Barros-Arrieta and García-Cali (2021), in their review of literature, argued that both concepts target employee attitudes and behaviours towards customers. In the case of internal marketing, the motto of the organisation is to train and motivate their employees to excel in their service to meet their organizational goals. However, internal branding is more concerned with the employees displaying brand-based attitudes and behaviours towards its stakeholders. For example, Punjaisri et al. (2009a) argued that internal branding is more about displaying their employees' pride during service interaction like brand performance. Du Preez and Bendixen (2015) comments that internal branding and internal marketing concepts are used in a similar manner.

2.2.2 INTERNAL BRANDING AND EMPLOYER BRANDING

Extant literature asserts that internal branding and employer branding are interchangeable (Barros-Arrieta & García-Cali, 2021; Foster, Punjaisri, & Cheng, 2010; Saleem & Iglesias, 2016). According to Foster et al. (2010), internal branding is concerned with internal employees where the employees internalize the brand values and exhibit them through their behaviour towards customers. Employer branding is attracting potential customers to apply for the job in the organisation (Barros-Arrieta & García-Cali, 2021; Carrière & Bourque, 2009; Saleem& Iglesias, 2016). Even though De Chernatony, Mc Donald, and Wallace (2010) asserted that value congruence is one aspect for the internal branding to be looked at while recruiting the candidates, it may be difficult for the organizations to get the right and qualified candidates. To support this, Hoppe (2018)

recommended that internal branding can act as a catalyst to strengthen employer branding.

In addition to the internal branding concept overlaps with other constructs, it also lacks a universal definition (Barros-Arrieta & García-Cali, 2021; Du Preez & Bendixen, 2015; Foster et al., 2010). Existing literature outlines branding as a topic that encompasses different aspects, for example, Punjaisri et al. (2009b) found internal branding being considered from behavioural perspectives in leveraging the brand image by aligning the employees values with the organization values. Sharma and Kamalanabhan (2012) concentrated on the internal communication perspective to strengthen internal branding to find more committed, loyal employees. Similarly, Aurand et al. (2005) found that internal branding aligns employee values with the organization's values and displays coveted behaviours. Recently, Saleem and Iglesias (2016) found internal branding as a composite of brand values that employees deliver through their brand behaviour by integrating multiple stakeholders. However, Barros-Arrieta and García-Cali (2021) argued the internal branding is the process of internalizing the brand values and demonstrating the required behaviour consistently during service delivery. Table (2.1) delineates the definitions of the internal branding.

Table 2.1: Definitions of Internal Branding

Authors	Definitions
Lee et al. (2014)	An organization's attempt to consider its workers as internal customers and to assist them in adopting the organization's ideals.
Punjaisri and Wilson (2011)	Internal branding is described as ensuring that staff delivers on the brand promise, reflecting the brand values that establish customer expectations.
Punjaisri et al.(2009)	Internal branding is the process of allowing staff to achieve the brand promise during service engagements.

Liu et al. (2017)	Internal branding is the practice of promoting a brand inside a company to inspire workers to deliver on the brand promise.
Mahnert and Torres (2007)	Internal branding is described as the efforts undertaken by a business to guarantee intellectual and emotional buy-in from its employees.
Aurand et al. (2005)	Employees should be encouraged to learn about and embrace the brand's values.
Saleem and Iglesias (2016)	Concerted effort to combine brand ideology, leadership, human resource management, internal brand communications, and internal brand communities as a strategy for enabling employees to continually co-create brand value with various stakeholders.
Barros-Arrieta and García-Cali (2021)	a company-wide endeavour within a supportive culture that enables the workers to constantly co-create brand value with numerous stakeholders
Du Preez, Bendixen, and Abratt (2017)	Organization-wide, regulated behaviours are encouraged by managers when they want to build a strong brand.
Miles and Mangold(2004)	internalization of the intended brand image and morale of the employees to convey the image to consumers and other organizational elements
Pinar et al. (2016)	Educating service providers on the brand promise and strategy to offer the optimal brand experience to clients.
Foster et al. (2010)	ensuring that workers perform on the brand promise in line with the declared brand principles

Source: Literature review

2.2.3 COMPONENTS OF THE INTERNAL BRANDING

As the definitions are unclear, similarly, the literature demonstrated that internal branding composite of different aspects. For example Punjaisri et al. (2009a) found internal

branding is a mixture of marketing and human resource department functions where internal communications and training are the key ingredients of their study. Burmann, Zeplin, and Riley (2009)found that internal branding is a composite of internal communications, human resource functions(recruitment, training and rewards) and leadership. Similarly, Piehler, Hanisch, and Burmann (2015) argued that internal branding is a composite of internal and external communications followed by human resource functions and leadership. In their study, Saleem and Iglesias (2016) argued that internal branding is an integration of brand ideologies, leadership, human resources management, internal brand communications, and communities.

Similarly, Garas et al. (2018) found that internal branding is composite of internal communications, training, rewards and performance evaluations. Du Preez and Bendixen (2015) used brand ideologies, internal communications, recruitment, rewards and leadership to represent the internal branding component. Recently, Barros-Arrieta and García-Cali (2021), in their review, argued that internal communications, training programs, recruitment, rewards, leadership, performance evaluation, external brand communications, brand ideologies, sponsorships are the frequently used dimensions in internal branding.

However, much of the studies in internal branding literature found that internal communications, training and rewards are common in their studies. For example, Ayrom and Tumer (2020) utilized internal branding a synergy of internal communications and training. Similarly, Nguyen, Lu, Hill, and Conduit (2019) found that internal branding was composed of internal communications and training in their study. In another hotel industry, Huang and Lai (2018) used internal branding as a mixture of internal communications and training in their study. Supporting this, Kaur et al. (2020), in the Indian retail sector, used internal branding as a mixture of internal communications and training. Similarly, Raj (2018) found that internal branding is a mixture of internal communications, training and rewards. In another study of the Korean hotel sector, Lee et al. (2014) utilized internal branding with internal communications, training and rewards. In their study in the Indian service context, Tanwar and Prasad (2016) found training and

rewards plays a vital role in enriching the satisfaction levels of the service employees. Based on the above-stated literature, the present study considered internal communications, training and rewards as the components of internal branding.

2.2.4 OUTCOMES OF INTERNAL BRANDING

Since internal branding as a concept began gaining momentum in service organizations as a means to achieve competitive advantage, practitioners and academicians started working on its outcomes. Extant literature outlines the outcomes of the internal branding, brand understanding (Murillo & King, 2019; Piehler et al., 2016), Brand identification ((Piehler et al., 2016; Punjaisri et al., 2009b), brand commitment ((Dechawatanapaisal, 2019; Kimpakorn & Tocquer, 2010; Punjaisri et al., 2009a; Punjaisri et al., 2009b; Yang, Wan, & Wu, 2015), brand loyalty ((Punjaisri et al., 2009a). Intention to stay ((Dechawatanapaisal, 2018; Du Preez, Bendixen, & Abratt, 2017; Du Preez & Bendixen, 2015; Koo & Curtis, 2020; Matanda & Ndubisi, 2013), Brand citizenship behaviours ((Chang, Chiang, & Han, 2012; Erkmen & Hancer, 2015; Garas et al., 2018; Helm et al., 2016; King & Grace, 2012; Liu, Ko, &Chapleo, 2017; Ngo, Nguyen, Huynh, Gregory, &Cuong, 2019; Piehler et al., 2016; Porricelli, Yurova, Abratt, &Bendixen, 2014; Shaari & Hussin, 2012; Yang et al., 2015), Employee engagement (Kaur et al., 2020; Lee et al., 2014; Raj, 2018; Suomi, Saraniemi, Vähätalo, Kallio, & Tevameri, 2019), work engagement (Buil et al., 2016; Park, Johnson Karen, & Chaudhuri, 2019; Sultan, 2021), job satisfaction (Cheung, Kong, & Song, 2014; Du Preez et al., 2017; Du Preez &Bendixen, 2015; Kaur et al., 2020), Brand equity (King & Grace, 2012) and OCB (Buil et al., 2016; Huang & Lai, 2018)which were studied. However, Huang and Lai (2018) used OCBI and OCBO as components of OCB.

In addition to this, Park et al. (2019) argued that work engagement is one of the outcome variables of internal branding. Their study on review analysis from 2001 and 2017 found that internal branding is the unique predictor variable of work engagement. In addition to this, Sultan (2021) studies in financial services showcased work engagement as an outcome of internal branding. A search of internal branding and job satisfaction in the

Scopus database found 16 articles and relevant articles are limited on these relationships (Anisimova, Weiss, & Mavondo, 2019; Bodkin, Peters, & Thomas, 2016; Cheung et al., 2014; Du Preez et al., 2017; Du Preez & Bendixen, 2015; Eid, Al Zaabi, Alzahmi, &Elsantil, 2019; Kaur et al., 2020; Lee et al., 2014; Sung & Hu, 2021). Similarly, work on internal brand management and job satisfaction in Scopus found two studies (Du Preez et al., 2017; Du Preez & Bendixen, 2015). In the same way, organizational citizenship behaviour is found as brand citizenship behaviour in multiple studies but not employee based individual outcomes like OCBI and OCBO. However, Barros-Arrieta and García-Cali (2021) argued that much of the literature considered brand-related outcomes like commitment, identification and loyalty and neglected employee-related outcomes like job satisfaction. Even though internal branding outcomes are extensively studied in the literature, the mediation or intervening mechanism following from internal branding is still negligible. Among them, brand commitment, brand identification, brand loyalty are extensively studied. Further, employee work attitudes like job satisfaction and work engagement are limited in nature (Ngo et al., 2019). Similarly, studies of brand citizenship behaviours have also been extensively studied compared to organizational citizenship behaviours towards individual beneficiaries are overlooked.

Therefore, based on the review of the above mentioned literature, the present study used internal branding is manifested as a second-order construct comprising internal communications, training and rewards to measure the relationship with work engagement, job satisfaction, OCBI, OCBO and OCBC.

The explanations of these constructs are explained in detail in the following sections.

2.2.5 INTERNAL COMMUNICATION

Internal communication is one of the most extensively studied attributes of internal branding literature (Barros-Arrieta & García-Cali, 2021). It plays a critical role in the organisation among the service employees, especially FLEs, in leveraging the brand understanding and prompts them to exhibit positive behaviours while delivering their services. In light of this, scholars (de Chernatony & Cottam, 2006; Harris & de

Chernatony, 2001; Thomson, de Chernatony, Arganbright, & Khan, 1999) argued, to build an effective brand; organizations must communicate and develop their FLEs to remain consistent and coherent in their service delivery activities. By doing this, internal communications help the FLEs discharge their duties in agreement with the organization's brand promise (King & Grace, 2008). Sharma and Kamalanabhan (2012) argued that internal communication training leverages the satisfaction levels of the employees in Indian public sector undertaking companies. Particularly, consistency in communications augments service employees to demonstrate brand commitment. Similarly, Asif and Sargeant (2000) argued that internal communications increase the commitment levels of the bank employees.

Generally, internal communication includes daily briefings, newsletters, memos, technical platforms like the intranet, web postings, organisation blogs, interaction with the customers, and advertising (Burmann & Zeplin, 2005; Karadas & Karatepe, 2019; Karatepe& Aga, 2016; Punjaisri et al., 2009a). Du Preez et al. (2017) argued that encouraging effective internal communications practices viz; newsletters, blogs, storytelling and videos are likely to foster FLEs extra-role behaviours at the workplace. Piehler et al. (2015) suggest that companies can build an effective workforce if organizations are equipped with practical communication workshops so that the internal communications should reach in a more consistent and coherent manner, or else, this may result in role ambiguity among the front line employees (Barros-Arrieta & García-Cali, 2021; Piehler et al., 2015). Raj (2018)argued that sharing effective internal communications is likely to reinforce the service employees' knowledge and thereby influences their engagement levels to connect with the stakeholders effectively. Further, Pinar, Girard, Trapp, and Eser (2016)argued if the companies fail to project the organisation image towards their FLEs, then a gap arises between what the company has promised and produced later. Hence, internal communication plays a vital role in ensuring confidence among the FLEs to achieve organizational goals.

2.2.6 TRAINING

Another dimension, training strongly influences the attitudes and behaviours of the employees (Gibbs & Ashill, 2013). Training is another attribute linked with the internal branding literature. Particularly, it is the core function of the human resource management department(Barros-Arrieta & García-Cali, 2021; Punjaisri et al., 2009b; Saleem& Iglesias, 2016)undertakes to ensure employees equip with the operant resources like rights skills, knowledge and abilities (Buil et al., 2016; King & Grace, 2010). Presence of such resources is likely to increase confidence among the service employees and deliver the coveted behaviour during their service delivery. The absence of these training results in a lack of competency among the service results in poor customer satisfaction followed by low service quality and ultimately diminishes the brand of the organisation.

According to Punjaisri et al. (2009a), training facilitates the required skill sets among the FLEs to overcome the problems in their job descriptions and further makes them responsible for their desirable behaviour during service interaction with the customers. Training programmes augment the service employees' calibre in terms of technical and interpersonal skills. When the employees equip these attributes, undoubtedly, service interactions foster healthy relations with the customers. This is because knowledge employees seek valuable alternatives to satisfy customers' needs in advance during their service delivery (Karadas & Karatepe, 2019; Karatepe et al., 2019). In addition, investment in training engenders employee satisfaction and retention, particularly in service organizations dealing with customer interactions (Kumar & Pansari, 2014). In addition, to maintain consistent behaviours, FLEs must regularly undergo training sessions to meet the market demands and requirements(Piehler et al., 2015).

2.2.7 REWARDS

Rewards are critical factors for engaging the customer contact employees' performance (Garas et al., 2018; Piehler et al., 2016; Punjaisri, Wilson, & Evanschitzky, 2008;

Saleem& Iglesias, 2016). Rewards leverage the employees' attitudes and behaviours. In this perspective, employees are bound by the organisation goals. When the employees maintain consistency in their behaviours, they must be rewarded since they align their behaviours with the organization's values. If the organisation fails to measure employees' performance, employees feel disengaged, resulting in poor performance and frustration (Miles & Mangold, 2004). Scholars (Karatepe & Karadas, 2015) argued that organizations should offer enough rewards to motivate their behaviours. When training is offered without rewards, the employees training levels go in vain.

Similarly, Karatepe (2013) study found that hospital employees can extend their behaviours when the organisation offers enough training and rewards. Moreover, in this study, rewards found the highest influencing factor of internal branding compared to training and empowerment. In support of this, Shaari and Hussin (2012)argued that earlier studies overlooked the direct influence of rewards in their studies. Even though human resource practices provoked rewards ignites the employees' motivation levels to remain consistent in their behaviour. In the same vein (Piehler et al., 2016)argued that delivering effective rewards triggers the performance levels of the employees to display positive behaviour. Supporting this, Karatepe and Aga (2016) found that rewards should support the internal marketing practice in leveraging effective job performance.

Similarly, de Chernatony and Cottam (2006) argued that rewards enrich the employee motivation levels to remain consistent in their behaviours. All these studies implicitly signify that the presence of rewards leverage the performance levels of the employees in the form of coveted behaviours. In the same way, Wallace et al. (2011) argued that providing rewards to the employees is likely to demonstrate OCB in terms of extra-role behaviours towards customers' banks and organizations.

2.2.8 STUDIES RELEVANT TO INTERNAL BRANDNG IN THE INDIAN CONTEXT

Even though internal branding is emerging in various multidisciplinary levels, studies on internal branding in the Indian context are very few. For instance, Asha and Jyothi (2013) conducted a study on service employees from multiple service companies like banking, aviation and telecom found that internal branding is related to organizational citizenship behaviours. Similarly, Popli et al. (2017) conducted a cross-sectional study on 162 employees from multiple service organizations comprising education, telecom, financial sectors. These authors concentrated on internal branding from an internal communications perspective. Moreover, there is a great need for internal branding in the Indian context as service plays a primary role in India's economic growth. In another study on service employees from multiple service sectors, Raj (2018) performed the impact of internal branding on employees' well-being and performance outcomes. However, this study is more relevant to employee retention and talent acquisition. Recently, Kaur et al. (2020) conducted a study in the retail sector where internal branding comprises of training and internal communications on employee attitudes i.e. job satisfaction, employee engagement and organizational commitment. Srinivasan (2010) conducted a case study on bank employees from the public and private sector and found that there is a desperate need for Indian banks to incorporate branding strategies, especially from their internal employees, to build a strong service brand.

2.3 WORK ENGAGEMENT

Employee engagement is the buzzword among academicians and practitioners around the world. Even though this concept has gained high appreciation worldwide, it still lacks its definition in academic research (Saks, 2006). Work engagement is one of the prerequisites for the effective functioning of the organisation towards attaining competitive advantage and organisation effectiveness (Welch, 2011). There exists various conceptualizations of engagement (Agarwal, Datta, Blake- Beard, & Bhargava, 2012). Kahn (1990) provided the conceptual definition of work engagement. According to Kahn

(1990, p. 694), engagement is defined as "the harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Broadly speaking, when people invest in any activities, they gain much appreciation and importance. It depicts meaningfulness in their work. Another dimension safety implies how well the people can avoid the negative consequences related to their work. Availability entails how people focus on their tasks irrespective of interruptions at the workplace.

Later, Maslach, Jackson, and Leiter (1997) proposed engagement as an "anti-thesis of burnout" (p.397). According to Macey and Schneider (2008, p. 7), engagement is defined as "an individual sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence, directed toward organizational goals (p.7). However, Schaufeli et al. (2002) gave the highest citied engagement definition. In fact, work engagement has gained momentum in academic research. Researchers explored its importance by evaluating it in a different context. Work engagement delineates vigour, dedication, and absorption (Schaufeli et al., 2002). Vigour represents "high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties"(Schaufeli et al., 2002, p. 74). Dedication encompasses "a sense of significance, enthusiasm, inspiration, pride, and challenge" (Schaufeli et al., 2002, p. 74). Absorption denotes "being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work" (Schaufeli et al., 2002, p. 75). Further, Saks (2006) came out with a framework targeting both individuals and organisations using social exchange theory. His study found that individual outcomes are assessed through physical, psychological and emotional. In addition, organizational engagement was targeted towards organisation outcomes. Later, Macey and Schneider (2008) unveiled engagement as state, trait and behavioural engagement. Trait theory implies optimistic outlooks of professional and personal life. State engagement includes involvement, dynamism, and behavioural engagement includes displaying discretionary behaviours. Compared to other constructs, the research community highly favours the

work engagement construct (Gupta, 2017; Karatepe & Aga, 2016). Even though literature states work engagement and employee engagement are used interchangeably. Work engagement is concerned with the relationship of the employee with the work. On the other hand, employee engagement is a broader term that binds the relationship of the employee with job, role, and organization (Saks, 2006).

2.3.1 APPROACHES OF ENGAGEMENT

Recently, Bailey, Madden, Alfes, and Fletcher (2017) in their narrative study argued that engagement was measured by different perspectives like job demands and resource theory. Further, it includes job and personal resources, including work-related activities like organizational support, rewards, leadership, and working conditions. Personal resources include self-efficacy, hope, optimism and resilience are manifested as psychological factors interlinked with work engagement. For example, scholars (Bakker Arnold & Demerouti, 2008) projected in their research stating job resources likely to yield positive behaviours of the employees. Conservation of resources theory is also interlinked with work engagement. Generally, conservation theory indicates the resource which acts as stress busters' against stress and burnout. Another theory that is more prominent with work engagement is broad and build theory that contends that positive emotions drive healthy relations and growth (Fredrickson, 2001). Another prominent theory associated with work engagement is the social exchange theory (Cropanzano& Mitchell, 2005). It involves social and economic relationships where the latter play a prominent role in generating positive individual and organizational outcomes.

2.3.2 ENGAGEMENT AS A UNIQUE CONSTRUCT

As much as the ambiguity in the definition of engagement, a note of uniqueness is found in the construct of engagement. For instance, scholars (Newman & Harrison, 2008; Nimon, Shuck, & Zigarmi, 2016) argued engagement is the combination of job satisfaction, job involvement, job commitment and discretionary behaviour and turnover. Newman and Harrison (2008) merged job satisfaction, job involvement, and

organizational commitment as A' attitudes found a high correlation of 0.77, implying attitudes components are similar with engagement. On the other hand, Christian, Garza, and Slaughter (2011) performed confirmatory factor analysis on work engagement and job attitudes (job involvement, job satisfaction and organisation commitment) found a negligible correlation among these constructs, stating these constructs unique in relation to work engagement.

2.4 JOB SATISFACTION

Job satisfaction is one of the critical components of job attitudes. Psychologists and marketers have extensively studied job satisfaction concept in management and marketing literature. In addition, it is one of the primary attributes considered in connection with researchers and practitioners points of view (Limpanitgul, 2009). Job satisfaction is defined as a "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values"(Locke, 1969, p. 317). According to Cranny, Smith, and Stone (1992), job satisfaction is a combination of feelings and beliefs in one's job. Job satisfaction can be viewed from multiple perspectives. For instance, it is measured as the overall opinion of the job condition. On the other hand, Smith (1969)compared job satisfaction with multiple facets like supervisors, compensation, work, coworkers and promotion. Spector (1997) recommended that multi-faceted job satisfaction is more comfortable in assessing the job's individual conditions than overall. In addition, these multi-facets scales are well connected with Herzberg, Mausner, and Snyderman (1959) two-factor theory. These authors postulated that the employees' satisfaction towards their job is differentiated with hygiene and motivation factors. The motivation factor includes appreciation, responsibilities, and the job itself.

On the other hand, hygiene factors include supervisor, office management, compensation, social relations. In their study, the employees are more satisfied with motivators than hygiene factors. The literature asserts there exists a difference of opinion relevant to job satisfaction as the highest influencing factor of performance (Organ, 2018; Williams & Anderson, 1991). This is because satisfied persons tend to exhibit higher job performance

than unsatisfied persons. However, the relationship between performance and job satisfaction is also prominent in the literature where scholars (Porter & Lawler, 1968) argue that performance leads to satisfaction based on intrinsic and extrinsic rewards. From their point of view, performance drives satisfaction. Moreover, recently Riketta (2008), in their longitudinal study, found job satisfaction leads to job performance.

2.4.1 ROLE OF JOB SATISFACTION IN THE SERVICE SECTOR

Job satisfaction plays a significant role in the services sector literature (George & Zakkariya, 2015). It is evident from the literature that a happy worker is a productive worker. Not surprisingly, service employees satisfied with their job conditions are tend to exhibit positive behaviours and attitudes towards the external community. In contrast, employees unsatisfied with their job explicitly display poor performance, which impedes the organization's productivity. Scholars (Berry & Parasuraman, 1991; George, 1990) recommended if the organisation satisfies their internal customers, undoubtedly internal customers satisfy external customers. Further, a recent study on stress factors relevant to bank employees found job satisfaction is higher among public sector employees than in the private sector, followed by foreign national banks (Sahi, Lonial, Gupta, & Seli, 2013). Job satisfaction has its consequences regarding turnover intentions and transfer of training(Islam & Ahmed, 2018). Indeed, employees experiencing satisfaction with their job leads to organisation outcomes like service-oriented behaviours, turnover intentions, burnout and mental health (Devonish, 2018; Kim, Tavitiyaman, & Kim, 2009).

2.5 ORGANISATIONAL CITIZENSHIP BEHAVIOURS

Organizational citizenship behaviour is a practice of "going above and beyond" at the workplace (Mascarenhas, 2017, p. 1). Specifically, organisation citizenship behaviours (OCB) refer to the extra-role behaviour of the employees for which the employees perceive no extra reward during their job description(Organ, 1988). There is empirical research highlighting the importance of OCB in psychology and organizational behaviour (LePine, Erez, & Johnson, 2002). An early articulation of OCB can be apparently traced

from the 1930s - Barnard (1938)) stated 'cooperative system' for the organization's survival. Subsequently, Roethlisberger and Dickson (1939) argued OCB as an informal mode of help, information, and support. Further, scholars (Katz & Kahn, 1966; Katz & Kahn, 1978) articulated OCB in a more precise manner stated as spontaneous gestures of behaviour and protection of the employees towards the organizational effectiveness and productivity. In fact, researchers evoked, OCB augments the organization's effectiveness since it lubricates the 'social machinery' of the organization (Smith, Organ, & Near, 1983, p. 654). Robinson and Morrison (1995)argued that employees have to continuously engage in OCB activities to remain competitive and organisation effective. OCB features "interpersonal helping behaviours that benefit individuals (OCB-I) and impersonal helping behaviours that benefit the organisation as a whole (OCB-O)" (Eby, Butts, Hoffman, & Sauer, 2015, p. 1277). It is evident in the literature-antecedents and outcomes of OCB- job satisfaction, engagement, trust (Ocampo et al., 2018; Saks, 2019).

The conceptualization of OCB underwent rigorously- constituted by different authors based on their notions towards the concept. OCB indicates the informal role of the employees towards the organisation effectiveness. Similarly, contextual performance is another construct that overlaps with OCB(Organ, 2018). Contextual performance is prone towards employees offering interpersonal climate towards group problem-solving and creativity. In contrast, OCB tends to be offered by the employees due to job satisfaction and fairness. Brief and Motowidlo (1986, p. 100)defined prosocial organizational behaviour (POB) as "behaviour performed with the intention of promoting the welfare of individuals or groups to whom that behaviour is directed". The significant distinction between OCB and POB is earlier reflects extra-role behaviour of employees, whereas latter described as in role or extra-role behaviour (Borman & Motowidlo, 1997; Organ, 1988). Further, Borman and Motowidlo (1997) argued that POB could negatively relate to organizations and positively influence individuals.

However, organizational psychologists claimed OCB as a vast and much-explored construct for three decades, lacking consensus on its dimensionality (Gupta & Singh,

2012; Mascarenhas, 2017; Organ, 2018). Initially, Smith et al. (1983)portrayed OCB in terms of altruism (helping others voluntarily at the workplace) and compliance (following the norms of the organisation). Subsequently, Organ (1988), described OCB dimensions into civic virtue, spontaneous and courtesy. Civic virtue aims at representing in the organisation meeting with enthusiasm. Courtesy is termed as being polite and preventing problems for the organisation. Moreover, sportsmanship eventually describes the willingness to accept the changes, challenges, and restrictions from complaining. Similarly, OCB was determined in the name of OCB-I(Individuals) behaviours specifically directed towards individuals, whereas the latter describes organisation oriented(Lee & Allen, 2002; Saks, 2006; Williams & Anderson, 1991). Subsequently, OCB was projected in service marketing literature as citizenship behaviour towards customers (Bettencourt & Brown, 1997; Garg & Dhar, 2016; Karatepe, 2013). OCB towards customers was represented as prosocial behaviour, extra-role customer service, organizational citizenship behaviour and eventually, customer-oriented behaviour (Lee et al., 2006; Pimpakorn & Patterson, 2010). However, studies underwent considering OCBI, OCBO and OCBC individually compared to integration these attributes under one study. Hence this study considers OCBI, OCBO and OCBC as the outcome variable.

2.6 HIGHLIGHTS OF THE LITERATURE REVIEW

- Internal branding is considered as a multidimensional constructs which leverages the brand image of the organization. However, the literature contends that internal branding differs with internal marketing and employer branding concepts.

- Even though the literature on internal branding is evolving with inclusion of multiple components, still the concept lacks the outcomes pertaining to behavioural perspectives of the employees. Recently Barros-Arrieta and García-Cali (2021) recommends incorporating more mediators and moderators to measure internal branding effect on various behavioral outcomes of the employees.

26

- It is evident from the literature, that internal branding is concentrated on the qualitative approach or practitioners approach compared to empirical study.

- As the internal branding witnessed huge response from the western and Asia pacific nations, countries like India where the service plays an indispensable role in nation economic growth is negligible. Following this, studies pertaining to internal branding are overlooked in Indian context.

- Similar to the internal branding, work engagement has undergone critical evaluations based on its definitions and overlap with other constructs. Literature contends that even though work engagement has gained much popularity, studies pertaining to antecedents and consequences are still overlooked (Karatepe & Aga, 2016).

- In the pursuit of service excellence, service organizations focus on extra role behaviour of the employees to maintain competitive advantage, in this perspective, leveraging the brand image of the organization is much important for the service organization.

2.7 SUMMARY

This chapter outlined the key findings of the literature review, followed by key variables for the study. Based on these key findings that exist in the literature, gaps are formulated and explained with a theoretical framework in the next chapter.

CHAPTER 3

THEORETICAL DEVELOPMENT AND HYPOTHESES

3.1 CHAPTER OVERVIEW

This chapter outlines the relationship between internal branding and its outcomes, namely; work engagement, job satisfaction and various dimensions of organizational citizenship behaviours: OCBI, OCBO and OCBC based on the literature review. The initial part of the thesis chapter delineates the research gaps elucidating the conceptual framework. The second part of this chapter explains the relationship between the constructs through hypotheses development.

3.2 RESEARCH GAPS

1. Employees OCB is critical to the organisation in achieving service excellence. In doing this, employees indulge in numerous roles to accommodate internal and external clients such as OCBI, OCBO (Williams & Anderson, 1991) and OCBC (Bettencourt & Brown, 1997) individually. However, studies inclusive of all these behaviours in a single study are negligible. The role of OCB has been extensively studied in diversified areas, incorporating overall OCB or multidimensional OCB (OCBI and OCBO) or OCBC. However, studies about the combination of OCBI, OCBO and OCBC are negligible in internal branding literature (Buil et al., 2016; Gupta, Bhasin, & Mushtaq, 2021). Further, empirical studies on internal branding primarily concentrated on employees' service behaviours via employee attitudes. However, not even a one study, it was found that there is a direct impact of internal branding on OCB like OCBI, OCBO and OCBC. Hence, this motivated the researcher to study whether internal branding leverages multiple dimensions of OCBs directly.

2. Work engagement as a motivational construct occupies a prominent role in organizational behaviour, psychology and marketing. In addition, employee engagement as a construct has been explored in the area of internal branding(Lee

et al., 2014). However, studies about work engagement as a mediating variable associated with internal branding in the banking sector in non-western countries like India are negligible (Gupta et al., 2021; Kaur et al., 2020). In addition, there is need to ascertain antecedents and outcomes relevant to work engagement in banking sector are critical (Karatepe & Aga, 2016). Hence, it was felt the need to study the role of internal branding on employee work engagement and behaviours.

3. The importance of service employees' job satisfaction and its outcomes is a critical factor in enhancing the service behaviour of FLEs towards customer satisfaction and retention. However, there are negligible studies that concentrate on internal branding leading to job satisfaction and outcomes (Du Preez & Bendixen, 2015) compared to internal marketing. As literature contends, internal branding emerged from internal marketing, thus making it an important construct for the study.

4. Till date, the intervening mechanism of internal branding and organizational outcomes have been studied through job attitudes like job satisfaction and organisation commitment on various employees' behaviour and it fails to measure other work attitudes like work engagement and job satisfaction simultaneously(Barnes & Collier, 2013). In addition, scholars(Garas et al., 2018; Ngo et al., 2019) recommend incorporating studies relevant to multiple mediators simultaneously. In filling this gap, the present study seeks to study work engagement and job satisfaction as serial mediators to determine the internal branding on various outcomes of OCB.

3.3 THEORETICAL FRAMEWORK

Social exchange theory lays the foundation to this study that explains the relationship between internal branding and its outcomes. As per Cropanzano and Mitchell (2005), social exchange relationships emerge over time due to specific relationships between parties which later turn into trust, loyalty and consideration. These exchanges are of two types, namely; economic and social. Economic relationships take place when both parties

agree on tangible outcomes. On the other hand, social relationship emanates from "close personal attachment and open-ended obligations" (Cropanzano, Rupp, & Byrne, 2003, p. 161). In line with the theory, whenever employees of the organisation have positive financial and social associations with the employer in the form of salaries, perks and job resources like allocation of basic requirements at the workplace, they tend to reciprocate with good services and performance. Similarly, the present study incorporates the social exchange theory to examine the impact of internal branding on front line employees organizational citizenship behaviours through work engagement and job satisfaction.

3.3 HYPOTHESES DEVELOPMENT

The hypotheses were formulated and explained briefly in the following sections based on the gaps mentioned above.

3.3.1 INTERNAL BRANDING AND OCB

Internal branding is an act of promoting a brand inside the organisation to enhance the required behaviours. Service firms must encourage their employees to embrace brand knowledge by offering adequate training and communication programmes to enhance the requisite behaviours. Such knowledge engenders the employees to assess the importance of organizational values and goals. As a result, employees display positive behaviours during service interactions. It is evident from the literature that internal branding reshapes the employees' attitudes and behaviours(Garas et al., 2018; Ngo et al., 2019). Internal branding encapsulates the required behaviours among employees (King & Grace, 2012). Internal branding nurtures brand understanding, enhancing the desired skills and maintaining rewards to maintain consistent behaviour (Garas et al., 2018; Punjaisri et al., 2008). As a result, internal branding incites required behaviour among the FLEs to exhibit OCB. Literature contends that internal branding posited positive behaviour outcomes in the service literature. For example, King and Grace (2012) conducted a study on 371 service employees and found that internal branding leverages service employee OCB levels. These authors found that providing an effective work environment

by the service firms will enable the service employees to internalize their organizational values by aligning with their personal values. In doing so, the service employees will gain high knowledge about expected behaviours and demonstrate appropriate behaviours during service delivery.

Similarly, (Asha &Jyothi, 2013) found that service employees display positive behaviours when the organisation sets up influential service culture to comprehend the organizational priorities and respond promptly by displaying extra-role behaviour. Recently, Gupta et al. (2021) found that internal branding leverages the OCB of the bank employees. Similarly, Srivastava, Mani, and Yadav (2019) argued that internal branding increases the OCB levels of the college faculties by connecting themselves towards organizational brand values. Likewise, Kang, Kim, Choi, and Li (2020)found that service employees' helping nature towards coworkers and customers have reinforced the organisation effectiveness when they receive support from the management. However, the author argued there are negligible studies measuring the direct impact of internal branding on OCB compared to attitudes.

Similarly, Ngo et al. (2019) proved that internal branding leverages customer-oriented behaviours in the service sector. However, Ngo et al. (2019) have concentrated on customer-oriented behaviours prescribed in their job description, not considering the extra-role behaviour of the FLEs. Tsaur and Lin (2004)stated that internal branding factors influence service-oriented behaviours of the FLEs in the form of OCBI and OCBC. Supporting this, Park and Tran (2018) established internal communications, training, and rewards to leverage customer-oriented behaviours in Vietnamese banks. Literature asserts that internal branding demonstrated a positive relationship with OCB in the name of brand citizenship behaviour (Piehler, Grace, &Burmann, 2018); employee brand equity (King, Grace, & Funk, 2012); brand-building behaviours (Löhndorf& Diamantopoulos, 2014); brand performance (Punjaisri et al., 2009b). However, these studies delineated that internal branding enhances overall OCB rather than explaining OCB towards beneficiaries. Based on the literature we propose.

H1a: Internal branding is positively related to OCBI

H1b: Internal branding is positively related to OCBO.

H1c: Internal branding is positively related to OCBC.

3.3.2 INTERNAL BRANDING AND WORK ENGAGEMENT

The extant literature mentions that internal communications, training and rewards are the manifestations of internal branding in this study. Such attributes are critical for service organizations to remain competitive in the market. To remain competitive in the market, organizations should be encouraged to design an influential brand culture where internal communications followed by training and rewards offer a positive approach among the FLEs to exhibit the coveted behaviours to maintain synergy with the external and internal promises. The absence of these practices in the organisation may lead to ambiguity among the employees and accordingly impede their goal attainment. Creating an effective work environment can leverage the service employees' attitudes before delivering their services through their behaviour. By doing this, service organizations stimulate the employees' motivation levels in the form of high engagement. Extent literature contends that internal branding reinforces the FLEs engagement levels, mainly work engagement. For instance, a study on 2015 service employees working in Indian business process outsourcing centres, Kaur et al. (2020), showed that internal branding results in the excellent engagement levels. Another study on FLEs of the South Korean hotel industry, (Lee et al., 2014), confirmed that internal branding raises employees' engagement levels towards their job. Similarly, Gupta and Sharma (2018)demonstrated that effective human resource policies significantly leverages the engagement levels of the service employees. In this study, authors found that offering effective training activities and reward systems influences employees' engagement towards their organisation. Based on these illustrations, this study proposes that

H2: Internal branding is positively related to work engagement

3.3.3 INTERNAL BRANDING AND JOB SATISFACTION

Job satisfaction is a critical factor that the organisation needs to consider, especially service organisation. As stated earlier, FLEs are the face of the organisation and while performing their duties; their attitude plays a vital role in reacting to the customers. There exists extant literature that highlights the importance of job satisfaction at the workplace. For example, Du Preez and Bendixen (2015), a study on bank employees, found that internal branding leverages employees' job satisfaction levels. Similarly, Bailey and his team established the presence of internal communications followed by effective training sessions and rewards stimulates the satisfaction levels of the bank employees in Saudi Arabia.

Further, Mainardes, Rodrigues, and Teixeira (2019)in another study on hotel employees, Lee et al. (2006) found that effective practices of the organisation, like training and rewards, augmented the satisfaction levels of the employees. Kim et al. (2009)conducted a study on front line hotel employees that confirmed that management extending support towards FLEs in the form of training and rewards increased job satisfaction. In the retail sector, Ackfeldt and Wong (2006) found internal branding factors—internal communications, training stimulated the job satisfaction of the FLEs working in the retail sector. Consistent with the social exchange relationship, Babakus, Yavas, Karatepe, and Avci (2003) found that bank employees are satisfied with the management efforts of the service environment toward them. In another study on the Indian retail sector, Kumar and Giri (2009) argued that internal communications leverages the satisfaction levels of the employees. Similarly, Huang and Rundle-Thiele (2014) found that internal marketing practices comprises of internal communications and training leverages job satisfaction levels. Porricelli et al.(2014) found that internal branding leverages job satisfaction levels of the retail employees. However, negligible studies found an overall internal branding effect on job satisfaction. Based on the above literature, the study proposes the following

H3: Internal braiding is significantly related to job satisfaction

3.3.4 WORK ENGAGEMENT AND JOB SATISFACTION

Employees experiencing enthusiasm and dedication in their work demonstrate happy feelings towards their job. Because when the FLEs feel their job is meaningful, it stimulates energy in accomplishing their job yielding satisfaction (Lee & Ok, 2016). Extant literature supports work engagement leading to job satisfaction. For instance, a study on hotel employees Lee and Ok (2016) found that work engagement leads to employees satisfaction. Similarly, Yeh (2013) argued engaged employees experience adequate job resources at the workplace. Consequently, it results in job satisfaction because adequate resources often reduce the employees' stress levels. Karatepe and Aga (2012) conducted a study on FLEs of Northern Cyprus banks and found that work engagement enriched the satisfaction levels thus displaying positive behaviour. Karatepe and Karadas (2015) found FLEs engagement levels increase the satisfaction levels of the employees towards their job, life and career. In another study in the Indian context, Alagarsamy, Mehrolia, and Aranha (2020) found that work engagement leverages employees' job satisfaction levels.

Similarly, Lu, Lu, Gursoy, and Neale Nathan (2016) found that employees' engagement levels foster job satisfaction levels of the employees. There are extant literature asserting that job satisfaction is a determinant of work engagement. For example, (Barnes & Collier, 2013)argued that job satisfaction levels enhance the work engagement levels of high FLEs. Garg, Dar, and Mishra (2017) found that job satisfaction leverages engagement levels of the private sector bank employees. However, following the Social Exchange theory, the research found that work engagement leverages job satisfaction. Hence the hypothesis is formulated and proposed as under mentioned:

H4: Work engagement is significantly related to job satisfaction

3.3.5 WORK ENGAGEMENT AND OCBs

Recent literature highlighted the indispensable role of work engagement, fostering various attitudinal and behavioural outcomes (Alfes, Shantz, Truss, & Soane, 2013; Rich, Lepine, & Crawford, 2010; Schaufeli & Bakker, 2004). Work engagement is proved to be

antecedent of OCB (Bakker Arnold &Demerouti, 2008; Harter et al., 2002; Macey & Schneider, 2008). In a recent study, Cheng and Chen (2017) found that job resources partially influence employees' extra-role behaviour towards customers through work engagement. Similarly, Lyu, Zhu, Zhong, and Hu (2016)also argued that work engagement triggers services employees OCB towards customers in the hotel industry. The hotel employees' citizenship behaviours develop a sense of reciprocation from the management in terms of positive trust and relationships (Saks, 2006). Further, it is also evident from literature that work engagement significantly influences either organisation or employees (Gupta, Shaheen, & Reddy Prathap, 2017). From the existing literature, we hypothesise

H_{5a}: Work engagement is significantly related to OCBI

H_{5b}: Work engagement is significantly related to OCBO

H_{5c}: Work engagement is significantly related to OCBC

3.3.6 JOB SATISFACTION AND OCB

Studies relating to job attitudes leading to job satisfaction and OCB relationships are evident in management and marketing literature. Literature asserts (Bateman & Organ, 1983; Organ & Konovsky, 1989)and reports positive associations between job satisfaction and citizenship behaviours in their studies of academics and managers. Williams and Anderson (1991)report a positive relationship between job satisfaction and OCBs in their study of professional managers. Similarly, Yoon and Suh (2003) found that FLEs job satisfaction elevated the OCBI in extending help to coworkers while exhibiting service quality towards customers. (Belwalkar, Vohra, & Pandey, 2018) found that job satisfaction leverages the employees' OCB levels in Indian banks.

Similarly, Limpanitgul, Jirotmontree, Robson, and Boonchoo (2013b) found that job satisfaction leverage the helping behaviour of FLEs in line with customers in hotel service. Kim et al. (2009) also found that job satisfaction leverages extra-role behaviour towards coworkers and customers. In a bank study on FLEs, Bettencourt and Brown

(1997) found that job satisfaction enhances OCBC. In an Indian study, Jena and Goswami (2013) found a positive relationship between job satisfaction and OCBI and OCBO. Hence, the hypothesis is proposed as

H_{6a}: *Job satisfaction is significantly related to OCBI*

H_{6b}: *Job satisfaction is significantly related to OCBO*

H_{6c}: *Job satisfaction is significantly related to OCBC*

3.3.7 WORK ENGAGEMENT AS A MEDIATOR

Previous studies have demonstrated the role of engagement as a mediator in conceptual and empirical studies (Bakker Arnold &Demerouti, 2008; Buil et al., 2016; Karatepe, Yavas, Babakus, & Deitz, 2018). Still, the notion of engagement in academic research is not much (Saks, 2006).Empirical evidence displayed that engaged employees exhibit customer-oriented behaviours (Bowen & Schneider, 2013; Christian et al., 2011; Karatepe, 2013; Popli & Rizvi, 2015). Highly engaged employees display positive behaviour towards others due to their joy, happiness, and enthusiasm generated from engagement. Furthermore, enthusiastic and happy FLEs experience physical health and good mental ability to overcome the situational problems in the organizations and further endorse positive behaviour like customer-oriented behaviour. Empirical evidence supports that the existence of work engagement positively leverages customer-oriented behaviours (Karatepe et al., 2019). Likewise, when the FLEs undergo a trusting environment at the workplace, particularly from management and supervisor, it maximises the display of unrestricted behaviours towards coworkers and organizations (Kahn, 1990; Saks, 2006).

Furthermore, Saks (2006) posits that engaged employees improve the citizenship behaviours towards others and add further to the organization's development under the trust environment. Buil et al. (2016) established work engagement as a mediator between internal banding elements like training, internal communications and leadership towards organisation citizenship behaviour towards coworkers, organizations and customers.

However, internal branding in this study was measured as individual constructs. In this study, internal branding is measured as a second-order construct to examine the relationship with various forms of organizational citizenship behaviours.

Similarly, a study on Indian metro rail organization Gupta and Sharma (2018) established that human resource practices augment service employees work engagement levels towards organisation citizenship behaviours towards organisation and coworkers. However, in this study, the authors do not explain the individual effect of OCBI and OCBO. Using social exchange theory, Lee et al. (2014) argued that employee engagement practices like job engagement and organization engagement mediate the relationship between internal branding and FLEs job satisfaction and loyalty. Following social exchange theory, Gupta et al. (2021) found internal branding factors like training and rewards strengths overall organizational citizenship behaviours of the hotel employees. Based on the above cited findings, the hypotheses thus stated are as under

H7a: Work engagement significantly mediates the relationship between internal branding and OCBI.

H7b: Work engagement significantly mediates the relationship between internal branding and OCBO.

H7c: Work engagement significantly mediates the relationship between internal branding and OCBC.

3.3.8 JOB SATISFACTION AS A MEDIATOR

Job satisfaction has been proved to be the most extensively studied variable in the organizational behaviour and service marketing literature (Bailey et al., 2016; Kim et al., 2009; Porricelli et al., 2014; Smith et al., 1983). According to Smith et al. (1983), satisfied employees extended their cooperation towards coworkers and the organisation. Recently, Bailey et al. (2016) contended that internal marketing foster job satisfaction of the Saudi bank employees and subsequently influences bank identification. In another study, Du Preez and Bendixen (2015)argued that internal branding leverages bank employees job satisfaction and this strengthens organisation identification. Kim et al.

(2009)found job satisfaction found a positive mediator between management commitment to services and OCB towards employees, organisation and customers. Similarly, internal marketing practices influence satisfaction levels of the service employees, and further, it leads to OCB towards customer service (Kim, Knutson, & Han, 2015). Based on the review of the relevant literature, the following hypotheses are proposed as

H_{8a}: *Job satisfaction significantly mediates the relationship between internal branding and OCBI*

H_{8b}: *Job satisfaction significantly mediates the relationship between internal branding and OCBO*

H_{8c}: *Job satisfaction significantly mediates the relationship between internal branding and OCBC*

3.3.9 WORK ENGAGEMENT AND JOB SATISFACTION AS SERIAL MEDIATORS

In the present study, we posit that internal branding enhances work engagement, which further maximises the job satisfaction levels of FLEs and advances the OCBC. As stated earlier, internal branding nourishes work engagement (Lee et al., 2014). When the employees are highly engaged, they tend to exhibit favourable emotional responses towards their job(Saks, 2006). Yeh (2013), in his empirical survey, established that work engagement significantly leverages job satisfaction levels of the FLEs in the hotel sector of Malaysia. Likewise, Paek, Schuckert, Kim, and Lee (2015)established that work engagement promotes job satisfaction levels of the FLEs in South Korea. In the same way, highly motivated employees demonstrated job satisfaction and further yielded citizenship behaviours(Christian et al., 2011; Gahlawat&Kundu, 2018). Similarly, under social exchange theory, in the pursuit of service quality and customer satisfaction, FLEs tend to go a little extra in their performance and hence, satisfied employees exhibit positive citizenship behaviours towards other employees, organisation and customers

(Limpanitgul, Jirotmontree, Robson, & Boonchoo, 2013a; Popli & Rizvi, 2015, 2017).
Based on the above study, we posit

H$_{9a}$: Work engagement and job satisfaction serially mediates the relationship between internal branding and OCBI.
H$_{9b}$: Work engagement and job satisfaction serially mediates the relationship between internal branding and OCBO.
H$_{9c}$: Work engagement and job satisfaction serially mediates the relationship between internal branding and OCBC.

3.4 CONCEPTUAL FRAMEWORK

Based on the hypotheses mentioned above, a conceptual model is developed to examine the relationship between internal branding and organizational citizenship behaviours in the form of OCBI, OCBO and OCBC through work engagement and job satisfaction. In this model, internal branding is delineated as the predictor variable and organizational citizenship behaviours OCBI, OCBO and OCBC as dependent variables followed by work engagement and job satisfaction as two independent mediators.
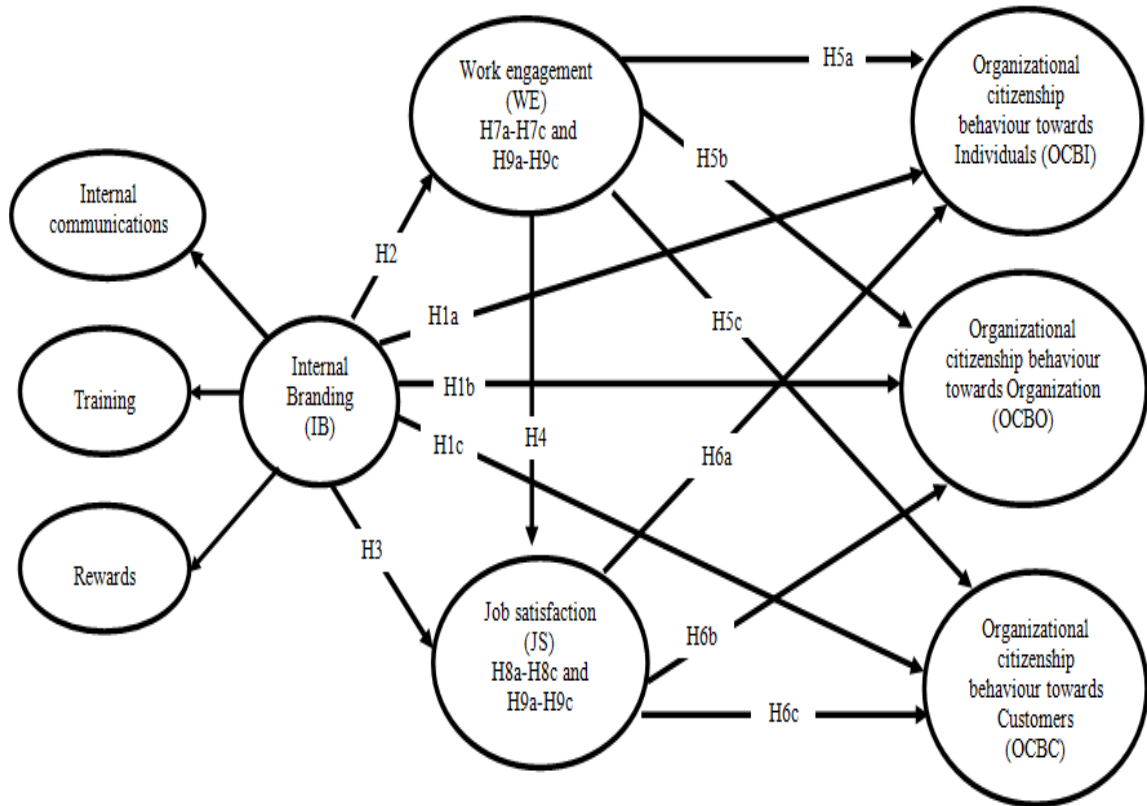
Figure 3.1: Conceptual Model

Figure 3.1: Conceptual model representing the impact of internal branding on organizational citizenship behaviours through work engagement and job satisfaction.

3.5 SUMMARY

This chapter outlined the detailed background of the present study by examining the relationships between the latent constructs of the study. In addition, a set of hypotheses have been proposed to be examined empirically by using a set of statistical methods in the later part of the study.

CHAPTER 4

RESEARCH DESIGN

4.1 CHAPTER OVERVIEW

The present chapter outlines the research design formulations after determining the research gaps and formulation of the hypotheses. Initially, it opens with the phenomenon that researchers preferred to collect data, followed by an operational definition of the constructs, with scales to measure them. Subsequently, there is a mention about the software preferred for hypotheses and model. Research methodology is a knowledge base that helps researchers justify and evaluate their approaches.

4.2 RESEARCH DESIGN

The research design involves how the study is performed over a series of steps like in what way the respondents are selected, followed by means of collecting data and choosing of a particular statistical techniques. It acts as a 'blueprint' (Sekaran & Bougie, 2016) in determining the research design. The present study incorporates a quantitative design to determine the research questions and objectives. The quantitative design involves verifying the relationships between variables based on theory testing. Quantitative studies are also known as "correlational studies" (Creswell, 2009).

The present study carried out a deductive approach (Sekaran & Bougie, 2016). Since the researcher carried a model based on the proposed theory and to meet with this theory, hypotheses testing will be carried out in line with measurement of the proposed theory.

After assessing the research approach, the type of strategy required to carry out the research follows next. The strategies unveil how the studies meet their objectives and research questions (Sekaran & Bougie, 2016). Further, the critical factor that needs to be considered is availability and resources for the researchers in terms of time and financial constraints (Sekaran & Bougie, 2016).

The research methodologies include exploratory, causal and eventually descriptive methods. In general, an experimental technique was used to find new information and facts (Kinnear & Taylor, 1991). By contrast, the causal model was created to assess the experimental technique in a time bound and disciplined manner. In causal models, longitudinal investigations are often employed. Models of causation are synonymous with explanatory models (Sekaran & Bougie, 2016). Descriptive research identifies the relationships between various factors to make predictions about the outcome variables. A descriptive study, also known as a cross-sectional study, gathers data from a group of individuals at a specific moment in time.

Additionally, descriptive studies are often used in management and social science research owing to the cost and time restrictions associated with them. Considering that this research aims to assess the influence of internal branding on frontline workers' organizational citizenship behaviours, sufficient information regarding the hypotheses must be provided. As a result, the current study uses descriptive research to analyse the conceptual model and hypotheses that were constructed.

4.2.1 DATA COLLECTION METHODS

As described by Fink (2002), information gathered from respondents is acquired in various ways. Methods such as surveys, observation, and interviews are examples of this. It was decided to use the questionnaire approach for this investigation. Questionnaires are a series of questions that the respondents answer from among a set of pre-determined alternatives. There are many different types of surveys, including personally administered questionnaires, postal questionnaires, and observations (Sekaran & Bougie, 2016). The current research uses a personally delivered questionnaire since it may reach a large number of people in a short period, as opposed to the interview approach. Furthermore, due to time considerations, the questionnaire is considerably more beneficial to the audience than the interview approach.

4.2.2 SAMPLE

The purpose of this study is to collect data from frontline employees of public sector banks who have attended training sessions at their respective staff training colleges. As previously stated, these front line employees are the organization's face, portraying the organization's image while providing service to clients. In this regard, the study made use of a convenience sample strategy. The primary rationale for implementing this strategy is to comply with head offices' tight policies, including avoiding personal meetings with employees. Additionally, the researcher is encouraged to collect data from willing and available respondents. Further, banks have indicated that the researcher should refrain from pressuring respondents to complete the questionnaires. As a result of these circumstances, the research employed convenience sampling. In addition, this study considered only south Indian public sector banks due to time and financial constraints. As per Hair, Black, Babin, and Anderson (2010), minimum of 5 to 10 respondents are required to answer for each statement of the questionnaire. This study has 50 statements, considering ten respondents for each question, 500 questionnaires were estimated for the survey. This researcher distributed nearly 1250 questionnaires to the respondents in connection with this. Among them, 817 samples were considered after removing outliers and missing values. The detailed information about the sample size was presented in chapter 5.

4.2.3 MEASURES

This study considered the multiple scales for the research. In addition, these scales were utilised in service marketing research and psychology.

Internal branding: This study considered internal branding a second-order construct, comprising its dimensions as internal communications, training, and rewards. Internal branding was measured with six items of internal communications; training comprises five items, and rewards consist of six items adapted from Lee et al. (2014); Lytle and Timmerman (2006); Punjaisri et al. (2009b). Sample items consist of "I clearly understand my role in fulfilling the brand mission after a department meeting". "Training

gives appropriate skills concerning the delivery of brand promise based on brand standards". "Bank management provides incentives and rewards to the employees not only for their productivity but also for the service quality".

Work engagement: Work engagement was measured with a nine-item scale of Schaufeli, Bakker, and Salanova (2006). The nine-item work engagement scale consists vigour (three items, e.g., "At my job I feel strong and vigorous"), dedication (three items, e.g., "I am enthusiastic about my job") and absorption (three items, e.g., "I feel happy when I am working intensely"). All the scales were ranged from 1= never and 7= always. This scale is further utilised in the Indian context, specifically in the banking domain literature(Ghosh, Jawahar, &Rai, 2019; Lathabhavan, Balasubramanian, & Natarajan, 2017).

Job satisfaction: In the present study, job satisfaction was measured from the overall perspective of the job compared to the various facets. Job satisfaction consists of three items, e.g., "All in all I am satisfied with my job, "measured from Saks (2006). All the sample items were followed by a seven-point rating scale of 7= highly satisfied to 1= highly dissatisfied. In the Indian context, this measure was used in banking and service studies (Biswas & Bhatnagar, 2013; Ghosh et al., 2019).

Organizational citizenship behaviour: The present study applied Lee and Allen (2002) scale comprising sixteen item scales to measure organizational citizenship behaviours. Eight were intended to measure organizational citizenship behaviours towards individuals or co-workers among these scales. The remaining eight items were used for measuring organizational citizenship behaviours towards the organisation. All sixteen items were measured on a seven-point rating scale method from 7=always and 1= never. These scales are used in the Indian service context (Gupta & Sharma, 2018; Mahipalan, Sheena, & Muhammed, 2019). Sample items of OCBI include "I willingly give my time to help others who have work-related problems". Followed by OCBO with the sample item "I support the bank when other employees criticise it".

On the other hand, the study employed OCB towards customers consisting of five items, e.g., "I voluntarily assist customers even if it means going beyond job requirements",

considered from Bettencourt and Brown (1997) study. The scales were measured on a 7 point rating scale comprising 7= highly satisfied to 1= highly dissatisfied.

4.2.4 DATA COLLECTION METHOD

Before data collection, the researcher approached head offices and zonal offices of the public sector banks, namely: state bank of India, Corporation Bank, Syndicate Bank, Andhra Bank, Canara Bank, Vijaya Bank, Union Bank of India, Punjab National bank, Bank of Baroda, Indian bank, Indian overseas bank, Oriental bank of commerce and IDBI bank. The researcher explained the importance of his study about internal branding and its effectiveness in measuring employee attitudes and behaviours. The researcher further assured that the study is part of his research and is only for academic purposes on these banks. In addition, the researcher reassured that the bank employees' details would be strictly maintained as confidential and anonymous. After three months of long deliberations, these banks finally gave permission for data collection in their respective banks. The data collection began in June 2018 and continued till January 2019 for a period of 7 months.

The questionnaire comprised of 5 sections: main page (explaining the topic and request to fill the questionnaire), demographic information followed by section A, B and C. The appendix of the questionnaire has stated the importance of internal branding and its impact in measuring the employee work engagement, job satisfaction and OCB towards individuals, organizations and customers as OCBI, OCBO, OCBC. In addition to this, information relevant to respondents' confidentiality and anonymity was also mentioned in the questionnaire. In case of clarification of any statements pertaining to the constructs, the researcher provided the personal details to contact him.

On the other hand, demographic details, including Gender, experience, age, marital status, qualification, designation and location of the branch and finally, the employment status of the responders were disclosed. Following this, section A delineates the measured variables or items of the constructs in the form of statements on internal branding dimensions like internal communication, training, rewards were disclosed in the form of

TRG, IC and RW. Similarly, section B contains statements relevant to work engagement and job satisfaction. Accordingly, section C is relevant to OCBI, OCBO and OCBC.

4.2.5 PILOT STUDY

Before distributing questionnaires to the front line bank employees, the questionnaire was tested for its reliability and validity. As the internal branding scales were adopted from the hotel and hospitality sectors, it was slightly modified suitable to the banking sector. Two marketing professors and one human resource department professor validated the scales. In addition to this, the questionnaire was evaluated by two branch heads and the human resource (HR) department of bank head offices. Two questions were modified based on the suggestions of the bank employees. For example, in work engagement, the first question, "At my work, I feel bursting with energy", was restated as "I feel like I'm full of energy when I'm at work". Similarly, the VIG2 statement "at my work, I feel strong and vigorous" was renamed as "During my job, I feel strong and energetic."

For the pilot study, the researcher has chosen the front line employees of various branches working in Canara bank, corporation bank, and syndicate bank branches. While seeking permission the banks, have disclosed that the employees are comfortable answering the questionnaire in the English language. Hence, the researcher has not utilised any other language. A total of 300 questionnaires were distributed to the front lineemployees of these banks. In response to the distributed questionnaire, 126 questionnaires were collected for the study with a response rate of 42 percent. While performing exploratory factor analysis, the study found that the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is .856. The inclusion of eight latent constructs found a cumulative of 67 percent of the variance in the sample. In addition, the values of standardised factor loadings were highly converged with their respective constructs ranging from .461 to .863. Based on the results, the study found that the questionnaire was easily understandable from the respondents' point of view.

4.2.6 DATA COLLECTION PROCEDURE

The main study incorporated two statistical techniques for evaluating the collected data. Statistical process for social sciences (SPSS) version 23.0 was utilised to determine the sample's demographic characteristics. In addition, the means and standard deviation of the sample were also performed using SPSS. After data collection, the data was determined to detect any missing values. Sample with missing values impedes the demographic analysis. In addition, this study assessed the normality of the data based on skewness and kurtosis values which must range from less than three and less than eight as per Kline (2011) recommendations. Following this, the data was further examined to assess the presence of outliers and multivariate outliers. Generally, outliers are the values that distract the constructs' means and standard deviations (Field, 2013; Paek et al., 2015). After performing these initial analyses, to evaluate the reliability and validity of the model followed by testing the theatrical model, hypotheses testing, this study utilised structural equation modeling with maximum likelihood estimation. It involves two-stage approaches: measurement model and structural model(Anderson &Gerbing, 1988).

4.2.7 STRUCTURAL EQUATION MODELING

Structural equation modeling techniques are the second generation methods that depict the model's graphical representation. Structural equation modeling is more advantageous than multiple regressions. The structural model is a mixture of factor analysis and regression analysis (Hair et al., 2010). It further verifies the path analyses of the predictor variables on outcome variables simultaneously. Among the existing tools to evaluate the structural equation modeling different tools are available like analysis of moment of structure (AMOS), Linear Structural Relations (LISREL), process Macro, partial least square method (PLS). Broadly speaking, the tools are utilised based on the quality of the sample collected. For instance, AMOS, LISREL and Macro software is utilised if the data is normally distributed. On the other hand, the PLS method is incorporated if the data is related to non-normality. The present study used covariance-based structural equation modeling with AMOS software.

To perform structural equation modeling two measures are of prominence: measurement and structural models. The measurement model was assessed using confirmatory factor analysis and further utilised to verify the psychometric analysis of the constructs in terms of reliability and validity. Following this, the structural model was used to measure the hypothesised model by examining the hypotheses and model fit. The constructs or latent variables are measured by measured variables or items in the model. The measured variables are denoted by square or rectangle shape.

In contrast, latent variables or latent constructs are denoted by circle shape (Cheung, 2015). In addition to this, the model fit of the measurement model and structural model were assessed using specific fit indices. The indices comply with the model's norms to prove its efficiency and effectiveness. Among them is the chi-square test. The Chi-square test evaluates the predicted model with generated model covariance (Hair et al., 2010). Moreover, its values must fall within the 3. However, researchers argued that as the sample size increases, the chi-square value also increases. Hence, it is difficult to predict the model fit with chi-square values. To overcome this problem, certain measures are prominent in the literature(Hair et al., 2010; Kline, 2011) like comparative fit indices (CFI), Tucker Lewis index (TLI) , root mean square error of approximation (RMSEA) and standardised root mean residual (SRMR). All these indices measure the hypothesised model with the arrived model during the analysis. CFI and TLI are the incremental fit indices, where they measure the expected model with the generated model. As per scholars, the model fit is evaluated based on specific indices like normed chi-square $\chi2/df<3$, TLI and CFI should be greater than .90 and above. And SRMR and RMSEA values should be less than .08, respectively (Hair et al., 2010).

4.2.8 NUMBER OF ITEMS

In structural equation modeling, the scholars (Hair et al., 2010) recommend that a minimum of 5 items or indicators or measured variables be used to measure the construct. Since, during the analysis, specific measures might be eligible for deletion if they fail to prove the psychometric analysis of the data. Hence, the literature demands a minimum of

three indicators to measure the latent variables(Hair et al., 2010). In the present study, the items for the latent constructs or latent variables possess more than five items. However, job satisfaction was measured with only three items. As per Hair et al. (2010), constructs possessing three items can be utilised in the measurement model when the remaining constructs have sufficient items (more than five items).

4.2.9 MEASUREMENT MODEL

In the measurement model, CFA is performed to determine the reliability and validity of the constructs. Reliability implies the degree to which the measured variables are highly correlated with the other measured variables of the same construct. Validity unveils that the measured variables are distinct. In connection with the CFA test, scholars(Hair et al., 2010) recommends incorporating construct validity to examine the validity of the latent constructs. Construct validity delineates how well the measured variables measure the latent variables or constructs which are theoretically proposed in the model(Hair et al., 2010). To fulfill the construct validity, convergent and discriminant validity was evaluated. Convergent validity explains how well the measured variables are correlated with the latent variables. The convergent validity is evaluated using standardised factor loadings, average variance extracted, and composite reliability (Anderson & Gerbing, 1988; Fornell & Larcker, 1981; Hair et al., 2010; Kline, 2011). Composite reliability implies how the latent variables' measured variables are consistent with each other. The composite reliability values should be above .70 as per structural equation modeling literature (Bagozzi& Yi, 1988; Fornell & Larcker, 1981). Standardised factor loadings denote the regression weights of the measured variables or items directed from latent variables. The values of the standardised factor loadings should be above 0.5 or 0.7(Anderson & Gerbing, 1988; Hair et al., 2010). Following the standard factor loadings, the average variance extracted generally conveys a degree of convergence between groups of items representing a latent concept. It presents average variance among the measured variables of the latent constructs. The values of AVE should be above 0.5 (Fornell & Larcker, 1981; Hair et al., 2010). On the other hand, discriminant

51

validity is measured on the premise that the latent constructs' measured variables should be distinct. To fulfill the discriminant validity of the latent constructs, two conditions must be fulfilled. First, the correlation between the latent constructs values should not range above 0.80(Kline, 2011). In addition, the square of AVE values of the latent constructs should be greater than the correlation values of the latent constructs (Fornell & Larcker, 1981; Hair et al., 2010). If the two conditions are fulfilled, then discriminant validity is achieved. Based on these above criteria for evaluating the measurement model, the present study firstly performed confirmatory factor analysis using eight constructs, namely: internal communications, training, rewards, work engagement, job satisfaction, and organizational citizenship behaviour towards individuals, organizations and customers. After fulfilling the psychometric analysis in terms of reliability and validity, further, the study performed confirmatory analysis for internal branding as a second-order construct. Finally, another confirmatory factor analysis was performed using internal branding as a second-order construct with other latent constructs.

4.2.10 COMMON METHOD BIAS

Common method bias is the technique to determine the 'spurious correlation'(Paek et al., 2015) between the latent constructs. This measure is commonly used in management and social science research, particularly cross-section methods (Hair et al., 2010; Kline, 2011). As the data from the respondents were collected at a specified time and further, the performance variables organizational citizenship behaviours were measured from the same respondents than managers; then there are likely chances of common method bias. To examine this, the study utilised Harman's single factor test prescribed by the scholars (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Podsakoff & Organ, 1986), where all the measured variables or items are loaded on a single construct by computing exploratory factor analysis using SPSS software. Suppose the percentage of the variance of latent variables yielded more than 50 percent, then the presence of common method bias is confirmed (Podsakoff& Organ, 1986). In addition, this study performed the CFA method by loading all the latent variables using a common latent factor.

4.2.11 STRUCTURAL MODEL

After assessing the measurement model, the structural model was finally used to examine the model and test the hypotheses. As specified in the measurement model, this study utilised internal branding as a second-order construct using internal communications, training and rewards as its dimensions. The structural model used internal branding as a second-order construct and assessed the path analysis through hypotheses. The goodness of fit indices like normed chi-square, CFI, TLI, RMSEA and SRMR was used to measure the model fit.

4.2.12 MEDIATION

The mediation of the study is measured using Preacher and Hayes (2004)bootstrapping method. Since the present study incorporated a complex model with two mediators, it is difficult to measure the mediators using the Baron and Kenny mediation method. This approach is commonly utilised in management and social science research (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002; Preacher & Hayes, 2004; Shrout& Bolger, 2002). Bootstrapping is a more rigorous and effective technique than traditional mediation methods (Paek et al., 2015). Bootstrapping is a method of pooling infinite samples from the original samples to examine the accuracy of the results. It is measured using 95 percent bias with class intervals ranging from upper to lower level. In addition, while performing the analysis, if the value of zero falls within the class intervals, then no mediation occurs. In the present study, work engagement and job satisfaction were the latent constructs measured as mediators to evaluate the relationship between internal branding and various dimensions of organizational citizenship behaviours.

4.2. 13 SUMMARY

This chapter explained the research design comprising the quantitative method followed by survey-based research and data collection procedure and type of statistical techniques utilised for the data analysis. The subsequent chapters explain a detailed explanation of the data analysis and its testing of the hypothesis.

CHAPTER 5

DATA ANALAYSIS AND RESULTS

5.1 CHAPTER OVERVIEW

This purpose of this chapter is to explain in brief the data analysis process with data screening and verifying the data in line with normality. Following the normality of the data, then explained the demographic profile of the respondents. As outlined in the methodology section of chapter 4, this chapter validates the theoretical model, with structural equation modeling in two stage process with measurement model examining the reliability and validity of the latent variables. And subsequently structural model examining the hypothesis testing was tested. This chapter further explains the methods adopted to substantiate the mediation and serial mediation are clearly explained in this chapter.

5.2 DATA SCREENING

Before performing the data analysis, it is essential to have cleaned data (data is free from missing values and outliers) or else it hampers the overall output of the model and its significance levels. Out of 1250 distributed questionnaires, 870 questionnaires were returned, stating the response rate at 69 percent. Among the received questionnaires, further, found missing values (which are missing at random) with 39 questionnaires. 39 questionnaires were subsequently removed because the respondents did not fill them.

The study used preliminary analysis to determine normality and multicollinearity associated with latent and measured variables before conducting confirmatory factor analysis. Generally, normality unveils collected data from the respondents are in line with normal distribution. The presence of non-normality engenders model misspecification. To examine the presence of normality of the data, skewness and kurtosis values were verified. As per Kline (2011) criteria, skewness values less than three and kurtosis values less than eight indicates the data is normally distributed. To our expectations, all the

observed variable values fulfilled skewness and kurtosis criteria. The results indicate that the data attained normal distribution.

The data further scrutinized to identify the presence of outliers. Outliers distract the mean score and further affect the normal distribution (Field, 2013). After performing Mardia's Mahalanobis distance (Kline, 2011; Tabachnick & Fidell, 2013), found14 questionnaires as outliers and removed them for further analysis. Finally, 817 valid questionnaires (66.4 percent response rate) were used in the data analysis.

5.3 DEMOGRAPHICS OF THE SURVEY

SPSS 23 was used to analyze the frequencies, descriptive statistics, correlations, and coefficient alpha of the measured variables in the study. Among the demographic variables—males have occupied the highest number with 64 percent, followed by 35 percent females. Among the age factor, front line employees between 26 years and 35 years engaged 58 percent, followed by 15 percent above 55 years. Similarly, the age between 45 and 55 age front line employees occupies 10 percent.

On the other hand, the experience of less than five years occupied 45 percent. The experience between 5 and 10 years occupy 24 percent. Further, experience above 20 years found 23 percent. However, experience between 10 to 15 years and 15 to 20 years found 6 percent only. The sample further occupies 56 percent managerial positions and the remaining 43 percent by non-managerial.

Similarly, graduates occupy 61 percent and the remaining 38 percent by post-graduates. Married persons occupy 68 percent, and the remaining 32 percent unmarried people. In addition, urban employees occupied 36 percent, followed by semi-urban with 28 percent, rural with 22 percent, and a 13 percent from the metro. Table 5.1 illustrates the respondent profile with demographic factors.

Table 5.1: Demographic profile of the FLEs(N=817)

SNo		frequency	percentage
1	Gender		
	Male	526	64.4
	Female	291	35.6
2	Age(years)		
	less than 25	62	7.6
	26-35	476	58.3
	35-45	65	8
	45-55	88	10.8
	above 55	126	15.4
3	Experience(years)		
	Less than 5	372	45.5
	5 to 10	202	24.7
	10 to 15	18	2.2
	15 to 20	30	3.7
	Above20	195	23.9
4	Designation		
	Non managerial	355	43.5
	Managerial	462	56.5
5	Qualification		
	Graduation	499	61.1
	Post graduation	318	38.9
6	Marital status		
	Unmarried	262	32.1
	Married	555	67.9
7	Location of the bank		
	Metro	111	13.6
	Urban	297	36.4
	Semi-Urban	229	28

Rural	180	22

5.4 MULTICOLLINEARITY

Multicollinearity is frequently seen in statistical analyses where the correlation between two or more independent variables in a multiple regression model is relatively high (Sekaran & Bougie, 2016). Multicollinearity is critical when the correlation between two independent variables equals 1 or -1(Kline, 2011; Sekaran & Bougie, 2016). As a result, estimations for regression coefficient signify inaccurately. Generally, the correlation matrix for predictive variables can be used to determine multicollinearity. Values greater than 0.80, indicates the presence of multicollinearity (Kline, 2011). In the present study, correlation coefficients between the predicted variables were less than 0.80 (see Table 5.2), which yields the absence of multicollinearity.

Additionally, this study calculated the variance inflation factor (VIF), which quantifies the extent to which the other independent variables may explain one independent variable among the predictive variables. If the values of VIF were greater than 0.10, then it indicates the presence of multicollinearity. Multicollinearity was checked with the estimation of variance inflation factor (VIF) and tolerance statistics. VIF statistics for predictor variables ranged from 1.52, 1.55 and 2.11, far lower than the threshold value of 10 (Hair et al., 2010) and tolerance values were more than 0.63, much high than the "concern value" of 0.20 (Menard, 1995). Altogether, these values clarified the absence of multicollinearity in the regression equations.

5.5 DESCRIPTIVE STATISTICS

Descriptive statistics delineates the properties of the collected data. The mean scores of training and internal communications were 5.42 and 5.28. A mean score of 4.79 was occupied by reward. Work engagement and job satisfaction mean scores were 5.48 and 6.04. In addition, the mean scores of organizational citizenship behaviour towards

individuals were 5.84 coupled with organizational citizenship behaviour towards the organization (5.98) and organizational citizenship behaviour towards customers (5.25).

The standard deviation values of training, internal communication, reward, work engagement, job satisfaction, organizational citizenship behaviour towards individuals, organizational citizenship behaviour towards the organization and organizational citizenship behaviour towards customers were 1.09, 1.1, 1.39, 1.07, 0.98, 0.82, 0.9 and 1.32 respectively. On the other hand, the correlations between latent variables signify that values are positively and significantly correlated at p<.001. Table 5.2 delineates the latent variables' mean, standard deviation, and correlation. Before estimating the structural model, it is imperative to determine the measurement model using confirmatory factor analysis using maximum likelihood estimation.

Table 5.2: Mean, standard deviation and correlation between variables

	TRG	IC	RW	WE	JS	OCBI	OCBO	OCBC
TRG	1							
IC	.726**	1						
RW	.586**	.598**	1					
WE	.583**	.591**	.504**	1				
JS	.377**	.361**	.336**	.521**	1			
OCBI	.346**	.337**	.213**	.380**	.245**	1		
OCBO	.497**	.500**	.375**	.577**	.454**	.602**	1	
OCBC	.227**	.222**	.155**	.260**	.300**	.444**	.388**	1
Mean	5.42	5.28	4.79	5.48	6.04	5.84	5.98	5.25
SD	1.09	1.1	1.39	1.07	0.98	0.82	0.9	1.32

Note: IC= Internal communications, TRG= Training, RW= Rewards, WE= Work engagement, OCBI= Organizational citizenship behaviour towards individuals, OCBO= Organizational citizenship behaviour towards organization, OCBC= Organizational citizenship behaviour towards customers, JS= Job satisfaction, Std, Dev= Standard deviation, *p< 0.05 level (2-tailed). **. p<0.01 level (2-tailed). *p<.05, **p<.001 (two-

tailed)

Source: Data analysis

5.6 CONFIRMATORY FACTOR ANALYSIS FOR LATENT CONSTRUCTS/ VARIABLES

The study utilized a two-step approach to examine the measurement and structural models (Anderson &Gerbing, 1988). The measurement model was performed using AMOS version 23 (Arbuckle, 2014). Initially, the measurement model was tested on eight latent variables using maximum-likelihood estimation. The measurement model was not fit with chi-square $\chi2$=3798.766, degrees of freedom df=1147, normed chi-square $\chi2$/df=3.3121, CFI=.897, TLI= .890, RMSEA= .053 and SRMR= .0530. As per Hair et al. (2010); Kline (2011), the measurement model should meet the provisions—normed chi-square values less than 3 and incremental fit indices above .90 followed by absolute fit indices (RMSEA less than .06; SRMR less than .08. The measurement model did not yield an adequate model fit for the empirical data.

In summary, all the fit indices for the model indicated poor fit to the data. It was inadequate to consider for further analysis. It was apparent that some model modifications were needed to determine a model that would better fit the data. The measurement model may be modified by examining the standardized residuals, modification indices and the standardized loading estimates—path estimates linking constructs to indicators (Hair et al., 2010).

Each of the measures was examined together with the model fit indices to ascertain if a model revision is needed. The standardized residuals represent the difference between the observed and estimated covariance. The smaller fitted residuals indicate a good fit (Hair et al., 2010). Based on Hair et al. (2010) recommendations, measures associated with a standardized residual greater than 4.0 were dropped. Attention was also given to those items associated with standardized residual between 2.5 and 4.0 by checking modification indices and loading estimates to detect any other problems associated with the pair items (Hair et al., 2010).

The modification indices (MI) are the second indication of a possible model review. The MI value represents the expected drop in the overall chi-square value of a single parameter were to be freed and the model estimated in a subsequent run (Hair et al., 2010; Kline, 2011). Typically, MI value of approximately 4 or greater indicates that the model fit could be improved significantly by estimating the corresponding path (Hair et al., 2010).

During the initial phase of the measurement model, the OCBI8 measured variable "I share my personal property with other employees to help their work" had low factor loadings of.38. Furthermore, the testing of standardized residuals reveals a value of 7.249 > 4. After considering these, the model determined that OCBI8 is eligible for deletion. The second phase of the measurement model identified OCBC4 ("Iam willingly go out of my way to make a customer satisfied") with a high modification index value of 317.478 > 4 and a high standardized residual value of 6.56>4 in comparison to OCBC5. OCBC4 was removed for further analysis based on the conditions of the measurement model. Similarly, work engagement indicator VIG2 ("At my work, I feel strong and vigorous") was detected in the third phase of the measurement model with a high modification index of 129.053 >4 and a standardized residual value of 6.915 > 4 with VIG.1. As a result, the VIG2 indicator was removed from the research for further examination.

Likewise, in the fourth phase of the measurement model, the OCBI6 item("I give up time to help others who have work or non-work problems")was identified as having a high modification index of 74.018 and a standardized residual value of 4.89> 4 that was eligible for deletion for further analysis. Further, the internal communication measure (IC1-"Bank employees understand the service standards institutionalized by the department) also demonstrated cross-loading with the latent variable training TRG5 in the fifth phase of the model with a modification index of 49.92 and a standardized residual of 4.605> 4, indicating that IC1 was eligible for deletion.

The OCBO1 measure ("I attend functions that are not required but that help the bank image") was cross-loaded with the latent variable organizational citizenship behaviour toward customers (OCBC) in the sixth phase of the model resulting in a modification

index of 47.297. As a result, OCBO1 was deleted in order to facilitate future research. The OCBI4 statement "I make newer employees feel welcome in the work group" had a modification index value of 40.73 in the seventh phase, which were greater than 4 when compared to the OCBI5. According to Hair et al. (2010), any observed variable that has a correlation measurement error with other variables will largely affects the model's fit and validity.

Similarly, in the model's seventh phase, the OCBI7 measure "I assist others with their duties" was found to be cross-loaded with OCBC construct, with a high modification index of 41.147>4. In this context, any correlation error value between two latent variables theoretically indicates an incorrect specification of the theoretical model. Concerning the model modification, the final model has $\chi 2$=2062.263, degrees of freedom df=791, normed chi-square $\chi 2/df$=2.607, CFI=.942, TLI= .936, RMSEA= .044 and SRMR= .042.

Even though work engagement measures VIG1 and ABS3 values (.42 and .49) were less than standardized loading value 0.50, the study retained the two measures of work engagement. This is because; the two indicators did not find any modification indices and correlation of measurement errors with other items of the latent variable. In this regard, the study considered VIG1 and ABS3 to retain in the model for further analysis. Figure 5.1 represents the final measurement model. Table 3 represents the measurement model's various phases and reasons for deletion. In addition, the results of the overall measurement model were illustrated through confirmatory factor analysis (CFA). Table 5.4 represents the overall CFA model.

The study further performed comparing eight factor measurement models with other models: 7,6,5,4,3,2,1 measurement models. The seven factor measurement model grouping work engagement and job satisfaction as one latent variable along with other latent variables found $\chi 2/df$=3.896, CFI=.894, TLI= .885, RMSEA= 0.06 and SRMR= 0.05. Similarly, 6 factor models work engagement and job satisfaction merged as one latent variable and OCBI and OCBO merged as one latent variable along with other latent variables found $\chi 2/df$=4.526, CFI=.87, TLI= .86, RMSEA= .066 and SRMR= .054. In

similar method 6 factor model; training, internal communications, rewards, work engagement, job satisfaction, (OCBI, OCBO & OCBC combination) found $\chi2/df=4.385$, CFI=.875, TLI= .866, RMSEA= .064 and SRMR= .0057.

Further 5 factor model comprising training, internal communication, reward, (work engagement along with job satisfaction), (OCBI, OCBO & OCBC combination) found $\chi2/df=5.619$, CFI=.828, TLI= .817, RMSEA= .075 and SRMR= 0.062. Thereafter 4 factor measurement model (merged training, internal communication, reward), work engagement, job satisfaction, (OCBI, OCBO & OCBC combination) found $\chi2/df=6.674$, CFI=.788, TLI= .775, RMSEA= .083 and SRMR= .065. Similarly, 3 factor model comprising (training, internal communication, reward) followed by (work engagement and job satisfaction) (OCBI, OCBO & OCBC merged) yielded $\chi2/df=7.897$, CFI=.741, TLI= .727, RMSEA= .092 and SRMR= .07. The two factor model comprises (internal communication, training, reward, work engagement and job satisfaction merged) and combined (OCBI, OCBO and OCBC) exhibited $\chi2/df=10.86$, CFI=.629, TLI= .609, RMSEA= .11 and SRMR= .116. Finally one factor model inclusion of eight latent variables as one latent variable establish $\chi2/df=12.909$, CFI=.551, TLI= .528, RMSEA= .121 and SRMR= .103. By comparing all the measurement models, the eight factor model produced best fit with $\chi2/df=2.607$, CFI=.942, TLI= .936, RMSEA= .044 and SRMR= .042. Table 5.5 represents the comparison of measurement models.
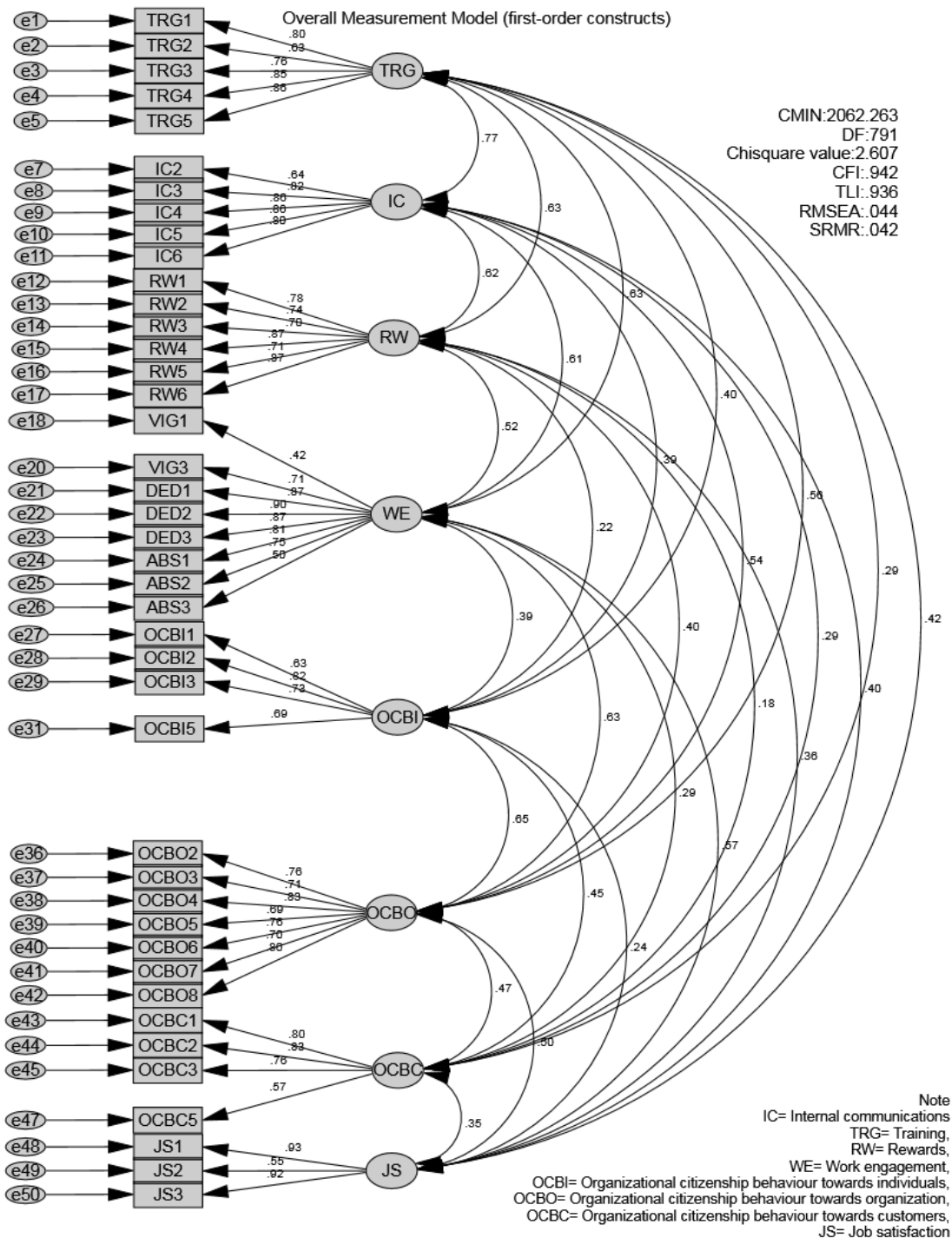
Figure 5.1: Overall measurement model with eight latent variables/constructs

Table 5.3: Results of overall measurement model

SNo	Model	χ2	df	χ2/df	p value	CFI	TLI	RMSEA	SRMR	Deleted items	Reason
1	CFA1	3798.766	1147	3.312	0.000	0.897	0.89	0.053	0.053	OCBI8	LFL & HSR
2	CFA2	3516.871	1099	3.2	0.000	0.905	0.898	0.052	0.0506	OCBC4	HMI & HSR
3	CFA3	3043.373	1052	2.893	0.000	0.919	0.913	0.048	0.046	VIG2	HMI & HSR
4	CFA4	2791.713	1006	2.775	0.000	0.925	0.919	0.047	0.0452	OCBI6	HMI & HSR
5	CFA5	2608.042	961	2.714	0.000	0.93	0.924	0.046	0.0445	IC1	HMI & HSR
6	CFA6	2445.754	917	2.667	0.000	0.933	0.928	0.045	0.0439	OCBO1	HMI
7	CFA7	2259.903	874	2.586	0.000	0.938	0.933	0.044	0.0425	OCBI4	HMI
8	CFA8	2153.972	832	2.589	0.000	0.94	0.935	0.044	0.0429	OCBI7	HMI & HSR
9	CFA9	2062.263	791	2.607	0.000	0.942	0.936	0.044	0.0421	-	-

Note: CFA= confirmatory factor analysis, χ2 (chi-square), df (degrees of freedom), P (probability) =0.000, χ2/df= normed chi-square, Tucker-Lewis index (TLI), comparative fit index(CFI), standardized root mean square residual (SRMR), root mean square error of approximation (RMSEA), LFL=low factor loadings, HMI= high modification indices, HSR=high standardized residual

Source: Data analysis

Table 5.4: Confirmatory factor analysis (N=817)

Items	Constructs	SDL	CR	AVE	Cronbach's
TRG	IB	0.894	0.866	0.685	0.828
IC		0.867			
RW		0.709			
TRG5	TRG	0.857	0.886	0.611	0.876
TRG4		0.846			
TRG3		0.755			
TRG2		0.625			
TRG1		0.802			
IC6	IC	0.803	0.9	0.644	0.898
IC5		0.86			
IC4		0.863			
IC3		0.824			
IC2		0.642			
IC1		---			
RW6	RW	0.872	0.905	0.614	0.902
RW5		0.713			
RW4		0.872			
RW3		0.704			
RW2		0.741			
RW1		0.784			
ABS1	WE	0.808	0.906	0.559	0.908
ABS2		0.754			
ABS3		0.496			
DED3		0.872			
DED2		0.902			
DED1		0.866			
VIG3		0.708			

VIG2		---			
VIG1		0.423			
JS3	JS	0.918	0.855	0.673	0.811
JS2		0.553			
JS1		0.933			
OCBI8	OCBI	---	0.814	0.524	0.823
OCBI7		---			
OCBI6		---			
OCBI5		0.693			
OCBI4		---			
OCBI3		0.732			
OCBI2		0.824			
OCBI1		0.634			
OCBO1	OCBO	---	0.9	0.565	0.888
OCBO2		0.76			
OCBO3		0.713			
OCBO4		0.83			
OCBO5		0.686			
OCBO6		0.758			
OCBO7		0.702			
OCBO8		0.8			
OCBC1	OCBC	0.8	0.832	0.558	0.859
OCBC2		0.831			
OCBC3		0.76			
OCBC4		---			
OCBC5		0.568			

Note: (---) deleted during analysis, IB= internal branding, TRG= training, IC= internal communications, RW= Rewards, WE= work engagement, VIG= vigor, DED= dedication, ABS= absorption, JS= job satisfaction, OCBI= organizational citizenship

behaviour towards individuals, OCBO= organizational citizenship behaviour towards organization, OCBC= organizational citizenship behaviour towards customers, AVE= average variance extracted, CR= composite reliability.

Source: Data analysis

Internal branding constitutes internal communication, training and rewards; and further delineated as a second-order construct in the proposed model. Confirmatory factor analysis was used to evaluate the measurement model to confirm internal branding as a second-order construct. As predicted, the measurement model of the internal branding as a second-order construct generated model fit with $\chi2$=419.476, df=101, $\chi2$/df=4.153, CFI=.963, TLI= .956, RMSEA= .052 and SRMR= .041. Due to the sensitivity of the sample size, the normed chi-square value of the second-order construct was greater than 3. Given that, normed chi-square values may not achieve the required threshold value less than 3—due to the complexity of the model coupled with sample size above 750 and observed variables more than 30 (Hair et al., 2010). However, the fit indices of the internal branding as second-order construct remain high: CFI= 0.963, TLI= .956, RMSEA= .052 and SRMR =.041. Consequently, the present study considered internal branding as a second-order construct and performed a measurement model with remaining latent variables and found $\chi2$=2077.802, df=801, $\chi2$/df=2.594, CFI=.941, TLI= .937, RMSEA= .044 and SRMR= .043. The inclusion of internal branding as a second-order construct (comprising training, internal communications, rewards) have further improved the model fit compared with the overall measurement model (see Figure5.2)

Table 5.5: Comparing measurement models

Models	Variables	χ^2	df	χ^2/df	CFI	TLI	RMSEA	SRMR
1	8 factor variables- IC,TRG,RW,WE,JS, OCBI,OCBO,OCBC	2062.263	791	2.607	0.942	0.936	0.044	0.042
2	7 factor variables- TRG,IC,RW,(WE&JS merge), OCBI,OCBO,OCBC	3108.793	798	3.896	0.894	0.885	0.06	0.05
3	6 factor variables- TRG,IC,RW,(WE&JS merge), (OCBI & OCBO merge), OCBC	3638.82	804	4.526	0.87	0.86	0.066	0.054
4	6 factor variables- TRG,IC,RW,WE, JS, (OCBI & OCBO & OCBC merge)	3525.655	804	4.385	0.875	0.866	0.064	0.057
5	5 factor variables- TRG,IC,RW,(WE&JS merge), (OCBI ,OCBO & OCBC merge)	4545.477	809	5.619	0.828	0.817	0.075	0.062
6	4 factor variables- (TRG,IC,RW merge), WE, JS, (OCBI & OCBO & OCBC merge)	5425.738	813	6.674	0.788	0.775	0.083	0.065

7	3 factor variables- (TRG,IC,RW merge), (WE &JS merge), (OCBI & OCBO & OCBC merge)	6443.655	816	7.897	0.741	0.727	0.092	0.07
8	2 factor variables- (TRG,IC,RW merge), (WE, JS,OCBI & OCBO & OCBC merge)	8893.98	819	10.86	0.629	0.609	0.11	0.116
9	1 factor variable- (TRG,IC,RW,WE, JS, OCBI ,OCBO & OCBC all constructs merged)	10572.24	819	12.909	0.551	0.528	0.121	0.103

Note: χ2 (chi-square), df (degrees of freedom), P (probability) =0.000, χ2/df= normed chi-square, Tucker-Lewis index (TLI), comparative fit index(CFI), standardized root mean square residual (SRMR), root mean square error of approximation (RMSEA), TRG= training, IC= internal communications, RW= Rewards, WE= work engagement, VIG= vigor, DED= dedication, ABS= absorption, JS= job satisfaction, OCBI= organizational citizenship behaviour towards individuals, OCBO= organizational citizenship behaviour towards organization, OCBC= organizational citizenship behaviour towards customers

Source: Data analysis
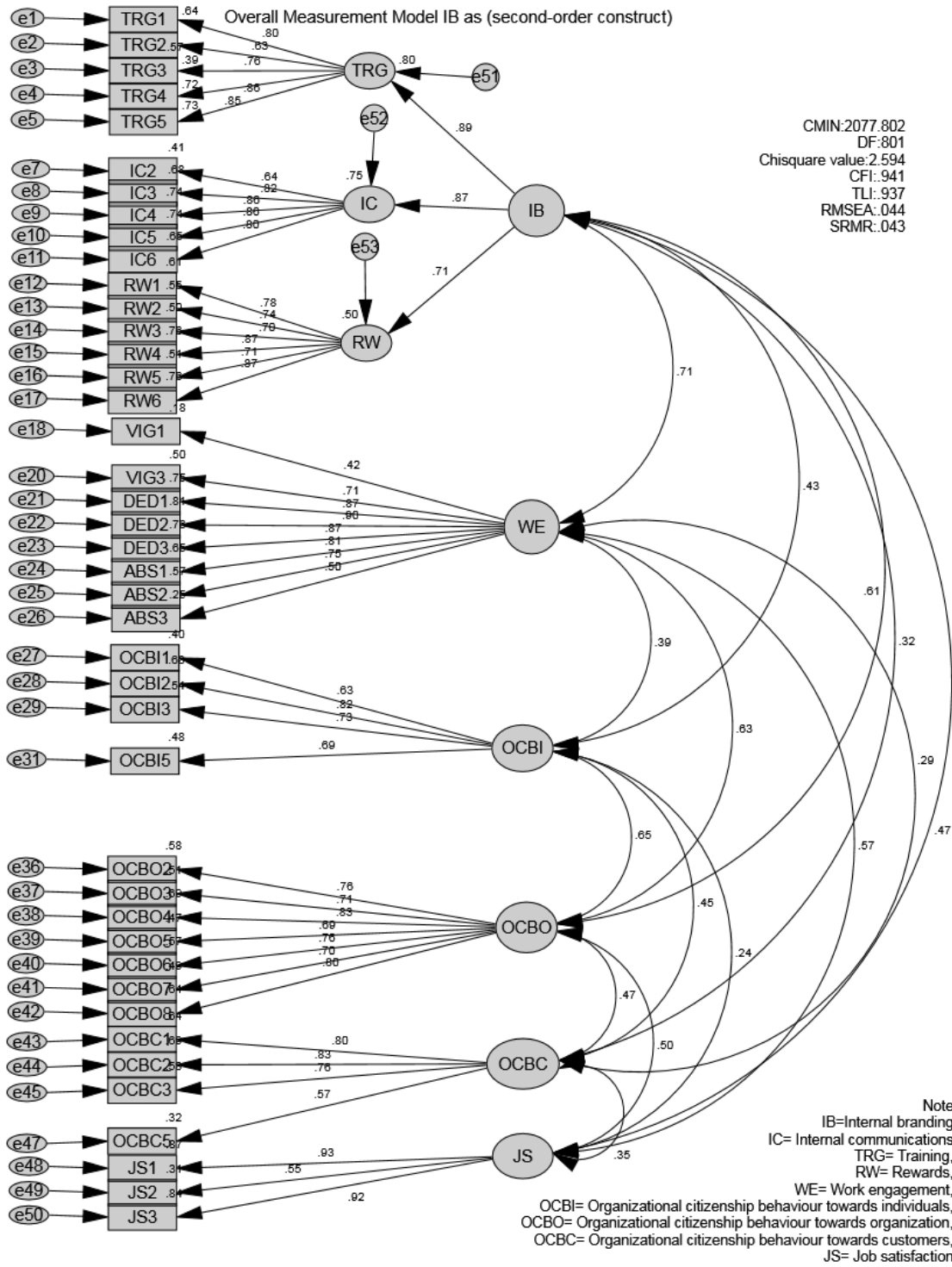
Figure 5.2: Overall measurement model with internal branding as second-order construct

Source: Data analysis

5.7 CONSTRUCT VALIDITY

Once the measurement model proves its merit in terms of accuracy, the SEM model explains how well the measurement model relates with the proposed theory. In other words, it explains as to how well the data matches with the proposed theory. By doing so, the researcher can determine that the theory and measured variables are equivalent to latent variables. In this regard, construct validity is the primary criteria in evaluating the regression coefficients linking measured variables with latent constructs. The construct validity implies convergent, discriminant validity and composite data reliability.

5.7.1 CONVERGENT VALIDITY

As explained earlier, the measurement model depicts whether the measured variables measure the latent variables as per the theory as set forth in (Hair et al., 2010; Kline, 2011). After fulfilling the various fit indices, the researcher should evaluate the convergent validity. The convergent validity was examined by evaluating the path estimates of the measured variables with latent constructs (Anderson & Gerbing, 1988; Hair et al., 2010).

Convergent validity includes standardized path coefficients of the latent variables followed by average variance extracted (AVE) values and reliability. The standardized paths of the values of the measured variables from 0.55 to 0.933 have exceeded the prescribed values of 0.5, indicating that measured variables have successfully measured their latent variables (Anderson &Gerbing, 1988). Likewise, AVE—taken into account when determining a latent variable's mean-variance. AVE values of Training (.611), internal communications (.644), rewards (.614), work engagement (.559), job satisfaction (.673), OCBI (.524), OCBO (.565), and OCBC (.558) above threshold value of .50 significantly. These results were higher than the cutoff value of 0.50, indicating that their predicted factors could contribute to 50 percent of the variance seen in the measured variables (Fornell & Larcker, 1981; Hair et al., 2010).

Reliability is one of the important attributes of convergent validity. It implies that the given scales of the constructs are reliable to measure them. In line with standardized

factor loadings (values above .50), construct reliability is also a key factor in assessing the model fit. The composite reliability (CR) values training, internal communications, rewards, work engagement, job satisfaction, OCBI, OCBO and OCBC were .886, .90, .905, .906, .855, .814, .90, .832 respectively. All the values that have surpassed the threshold values of 0.70 confirm that the measured variables are consistent and reliable (Bagozzi & Yi, 1988; Fornell & Larcker, 1981).

Similarly, the study demonstrated internal branding as a second-order construct. In line with convergent validity, internal branding measures internal communications, training and rewards. Further, it found that standardized path coefficients above .5, AVE (.685), CR (.866) achieved convergent validity (see Table 5.4).In addition, Cronbach's alpha values internal branding, training, internal communications, rewards, work engagement, job satisfaction, OCBI, OCBO and OCBC were .828, .876, .898, .902, .908, .811, .823, .888, .859 (see Table 5.4 for clarification) above 0.70 (Hair et al., 2010; Nunnally& Bernstein, 1994) signifies that all of the items accurately represented the latent variables (Kline, 2011). In this regard, the composite reliability values of the measured variables towards latent constructs have fulfilled the criteria.

5.7.2 DISCRIMINANT VALIDITY

Discriminant validity implies how well the given construct is different from other constructs. In other words, the concept aims to find out whether the measured variables of the latent construct are different from other constructs. One of the significant tests to compute discriminant validity is to compare the AVE values of the given constructs with the square of the correlation estimates between the two constructs (Fornell & Larcker, 1981; Hair et al., 2010). In other words, it ensures that latent variables possess less variance while sharing with other variables. In line with the works of Fornell and Larcker (1981); Hair et al. (2010), the eight-factor model used in the research study comprises of training, internal communications, rewards, work engagement, job satisfaction, OCBI, OCBO and OCBC fulfilled discriminant validity. The results are displayed in Table 5.6.

The discriminant validity of internal branding as a second-order construct was also considered. The results revealed that there were no discriminant validity issues. All the squared AVE values obtained were less than the squared correlations between the latent constructs. Table 5.7 indicates the discriminant validity of internal branding as a second-order construct. Accordingly, the reliability and validity of the measurement model fulfils the desired convergent and discriminant validity.

Table 5.6: Discriminant validity of first-order constructs

SNo	Variables	OCBC	TRG	IC	RW	WE	OCBO	OCBI	JS
1	OCBC	**0.747**							
2	TRG	0.295	**0.782**						
3	IC	0.288	0.773	**0.803**					
4	RW	0.175	0.63	0.623	**0.784**				
5	WE	0.291	0.634	0.605	0.515	**0.748**			
6	OCBO	0.471	0.556	0.54	0.398	0.627	**0.751**		
7	OCBI	0.447	0.397	0.387	0.223	0.394	0.647	**0.724**	
8	JS	0.348	0.423	0.396	0.362	0.572	0.502	0.242	**0.82**

Note: bold values indicates square root of AVE values, TRG= training, IC= internal communications, RW= Rewards, WE= work engagement, JS= job satisfaction, OCBI= organizational citizenship behaviour towards individuals, OCBO= organizational citizenship behaviour towards organization, OCBC= organizational citizenship behaviour towards customers, $p<.001$

Source: Data analysis

Table 5.7: Discriminant validity with internal branding as second-order construct

SNo	Variables	JS	WE	OCBO	OCBI	OCBC	IB
1	JS	**0.82**					
2	WE	0.57	**0.748**				
3	OCBO	0.5	0.627	**0.751**			
4	OCBI	0.24	0.394	0.646	**0.724**		
5	OCBC	0.35	0.291	0.47	0.447	**0.747**	
6	IB	0.47	0.708	0.613	0.425	0.318	**0.827**

Note: bold values indicates square root of AVE values, IB= Internal branding as second order construct, WE= work engagement, JS=job satisfaction, OCBI= organizational citizenship behaviour towards individuals, OCBO= organizational citizenship behaviour towards organization, OCBC= organizational citizenship behaviour towards customers, $p<.001$

Source: Data analysis

5.8 COMMON METHOD BIAS

Since all measures were collected during the same period of time using the same questionnaire from self-reporting informants, the common method effect was evaluated using Harman's single-factor test (Podsakoff et al., 2003; Podsakoff & Organ, 1986). The unrotated factor outcome showed that the single factor explained 32.6 percent of the total variance which is lower than the threshold value of 50 percent. As a result, common method bias does not seem to be a concern in this data set. We also applied the Harman single-factor test with a CFA model prior to the data analyses phase as a safer step. The results of the single-factor measurement model exhibited a very poor fit (normed-chi-square value $\chi 2/$ df = 12.909; CFI = 0.551; TLI = 0.528; RMSEA = 0.121; SRMR = 0.103). Based on this evidence, we concluded that common method variance was not a

serious issue in our study (Podsakoff et al., 2003; Podsakoff & Organ, 1986). Consequently, the next section delineates the structural model with proposed hypotheses

5.9 STRUCTURAL MODEL

This section presents the hypothesized associations among the internal branding as a second-order construct with other latent variables. The structural model was evaluated using AMOS version 23.0 following three steps. Initially, the theoretical model was assessed with goodness-of-fit indices (Hair et al., 2010; Kline, 2011). Second, the revised model was examined to test and confirm the better model. Eventually, estimating the path coefficients of the theoretical model—direction and significance of each hypothesis were considered.

5.9.1 EVALUATION OF THE HYPOTHESIZED MODEL

To test the proposed hypotheses, the researcher incorporated the SEM technique. Furthermore, a recursive model was presented to avoid the problems corresponding with model specification (Hair et al., 2010). OCBI and OCBO are the latent constructs representing one measurement scale, OCB. The measurement covariance errors of OCBI and OCBO were found with r=144.50 during the SEM analysis. As a result, the error terms of both constructs are covaried due to their theoretical relationship between the variables. Similarly, Bettencourt and Brown (1997) performed similar relationships between the latent variables. After modifying the SEM model, the results of the model improved with χ^2 (chi-square) = 2171.090, df (degrees of freedom) = 803, P (probability) =0.000, χ^2/df (normed chi-square) = 2.704, Tucker-Lewis index (TLI) =.933, comparative fit index (CFI) =.937, standardized root mean square residual (SRMR)=.051, root mean square error of approximation (RMSEA) = 0.046. However, the correlations of covariance of error terms of OCBI & OCBO were not shown in the figure for more preciseness. The results of the structural model were shown in Figure 5.3.

5.9.2 HYPOTHESES TESTING

The revised structural model yields a good model fit with χ^2 (chi-square)= 2171.090, df (degrees of freedom) =803, Normed chi-square χ^2/df= 2.704, Tucker-Lewis index (TLI) =0.937, comparative fit index (CFI) = 0.933, standardized root mean square residual (SRMR) =.051, root mean square error of approximation (RMSEA) =.046. Initially, the significance of path estimate following the nature and proportion of the variables are determined. Based on the theoretical model, the standardized path coefficients followed with direction, significance, and magnitude of the latent variables and their relationships were evaluated. AMOS software engenders output— standardized path estimates, unstandardized path estimates, standard error, and critical relationships between variables.

However, the standardized path estimates having insignificant values explains the hypothesised model's meaningful contribution to the study. Further, the impact of the predictor variable corresponding with its outcome will be calculated based on the proportion of the standardized path estimate (Hair et al., 2010). As per recommendations, standardized path estimates values—less than 0.10 represents small effect; values around .30—medium effect; values greater than .50—large effect. Further, the latent variables' association was determined with t-values or critical ratios followed with standardized path estimates.

As per guidelines of James, Mulaik, and Brett (2006), the hypothesized structural model was compared with alternate model and found partially mediated model proved fit and suitable for the study. The chi-square test of the partially mediated model found with (χ^2 = 2171.090, df =803, χ^2/df= 2.704, TLI =0.937, CFI = 0.933, SRMR =.051, RMSEA =.046) compared to full mediation model (χ^2 = 2229.676, df =806, χ^2/df= 2.766, TLI =0.936, CFI = 0.930, SRMR =.047, RMSEA =.060). Hence, the present model considered partial mediated model.

An overview of the hypotheses was presented in Figure 5.3. The structural model found training as the highest influencing factor of internal branding with a path coefficient of

0.89, internal communications with 0.87, and rewards 0.71. The values imply training was the most reliable factor of internal branding followed by internal communications and rewards.

5.9.2.1 The effect of internal branding on organizational citizenship behaviour variables

The path analysis represents that internal branding positively influences OCBI (β=.32, p<.0001), OCBO (β=.33, p<.0001) and OCBC (β=.23, p<.0001). Hence, H1a, H1b, H1c were positively and significantly supported the hypotheses. Interestingly, the study found that internal branding affects OCBO, followed by OCBI and OCBC.

5.9.2.2 The effect of internal branding on work engagement

Similarly, the impact of internal branding on work engagement (β=.47, p<.0001) proved with the highest influencing factor. Hence, hypothesis H2 stated that internal branding towards work engagement was positively and significantly proved.

5.9.2.3 The effect of internal branding on job satisfaction

H3 suggested a positive and significant relationship between internal branding and job satisfaction. The results delineated internal branding significantly and positively connected with job satisfaction (β=.14, p<.0001). Accordingly, hypothesis H3 supported.

5.9.2.4The effect of work engagement on job satisfaction

H4 presented a positive relationship between work engagement and job satisfaction (β=.47, p<.0001). The result implies front line employees' job satisfaction increase with work engagement.

5.9.2.5 The effect of work engagement on OCBs

As expected, work engagement proved its merit in leveraging OCBI (β=.17, p<.001) and OCBO (β=.29, p<.0001) and supporting H5a and H5b successfully. The results further imply that front line employees are more prone towards OCBO and OCBI. However, to
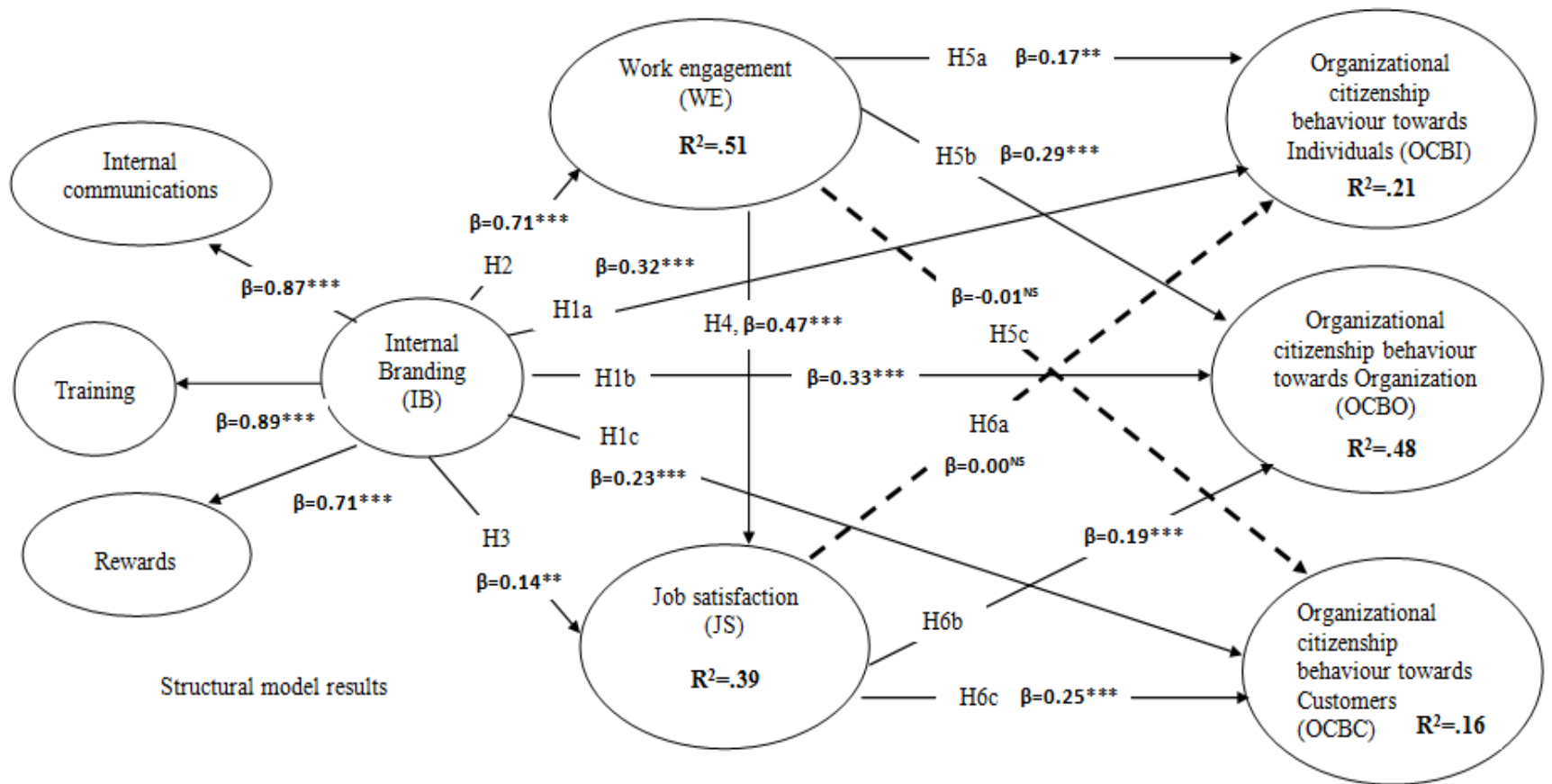
Note: χ^2 (chi-square) = 2171.090, df (degrees of freedom) =803, Normed chi-square χ^2/df= 2.704, Tucker-Lewis index (TLI) =0.937, comparative fit index (CFI) = 0.933, standardized root mean square residual (SRMR) =.051, root mean square error of approximation (RMSEA) =.046, β= standardized path estimate, R^2= percentage of variance, dotted lines represent, NS=not significant values, *p<.0.05, **p<0.01, ***p<0.001

Figure 5.3: Revised Structural Model

our expectations, work engagement failed to determine OCBC (β=-.01, p>.05) and, as a result, rejected hypothesis H5c.

5.9.2.6 The effect of job satisfaction on OCBs

On the other side, job satisfaction inclined positively and significantly OCBO (β=.19, p<.0001) and OCBC (β=.25, p<.0001). It further implies that front line employees are more satisfied in exhibiting the discretionary behaviours towards organization and customers supporting the H6b and H6c. Unfortunately, the front line employees' job satisfaction failed to influence OCBI. Consequently, rejected hypothesis H6a. The overall results of direct relationships between the latent constructs were displayed in Table 5.8.

Table 5.8: Results of the SEM Model with hypotheses

Hypotheses	Parameter	STE	USE	S.E	t-value	Result
H1a	IB → OCBI	0.32	0.293	0.056	5.204***	Significant
H1b	IB →OCBO	0.33	0.33	0.05	6.646***	Significant
H1c	IB → OCBC	0.23	0.291	0.076	3.844***	Significant
H2	IB → WE	0.71	0.97	0.053	18.3***	Significant
H3	IB →JS	0.14	0.186	0.071	2.62**	Significant
H4	WE→JS	0.47	0.475	0.051	9.391***	Significant
H5a	WE →OCBI	0.17	0.111	0.042	2.68**	Significant
H5b	WE →OCBO	0.29	0.208	0.036	5.698***	Significant
H5c	WE →OCBC	-0.01	-0.009	0.056	-0.154	Insignificant
H6a	JS →OCBI	0	0.00	0.031	0.013	Insignificant
H6b	JS →OCBO	0.19	0.135	0.027	4.942***	Significant
H6c	JS →OCBC	0.25	0.223	0.043	5.226***	Significant

Note: IB= internal branding, WE= work engagement, JS= job satisfaction, OCBI= organizational citizenship behaviour towards individuals, OCBO= organizational citizenship behaviour towards organization, OCBC= organizational citizenship behaviour towards customers.STE= standardized estimate, USE= unstandardized

estimate, SE= standard error, *p<.05, **p<.01, ***p<.0001

Source: Data analysis

5.10 MEDIATION EFFECT

After assessing the direct hypotheses, we used AMOS 23.0 to conduct mediation and serial mediation analyses on the structural model. Mediations are widespread in organizational behaviour and social science research (Taylor, MacKinnon, &Tein, 2007). In general, mediation occurs when predictive variables/constructs influence outcome variables/dependent variables via mediating variables. According to Baron and Kenny (1986) approach, the following conditions must be met to validate mediation analysis.

1. The predictive variable must have an independent effect on the dependent variable.

2. The mediating variable must be unaffected by the predictive variable.

3. The mediator variable should measure the dependent variable.

4. In the mediation model, the mediating variable must affect the dependent variable.

5. If the predictive variable does not affect the outcome variable in the mediating variable, then there is full mediation or partial mediation.

However, experts have endorsed the Sobel test and bootstrapping method as more comparable than the traditional tests in terms of mediation methods (MacKinnon et al., 2002; Preacher & Hayes, 2004). The bootstrapping method was used in this study because of the model's complexity, which makes mediation and serial mediation difficult to forecast compared to Baron and Kenny (1986) model and Sobel test.

Bootstrapping is the process of creating several new samples from the original one. As a non-parametric resampling method that does not necessitate distributional assumptions for parametric processes, bootstrapping is recommended for testing mediation (Preacher & Hayes, 2004). The bias-corrected bootstrapping method of MacKinnon et al. (2002); Preacher and Hayes (2004) was utilized to evaluate the mediating and serial mediating effects of work engagement and job satisfaction in the current study. In comparison to the standard approaches proposed by Baron and Kenny (1986), experts(MacKinnon et al., 2002; Preacher & Hayes, 2004; Shrout& Bolger, 2002) recommend bootstrapping as a

more sufficient and influential test for quantifying mediation and serial mediations (especially complicated models). Bootstrapping is performed using 95% confidence intervals—lower and upper-class intervals where zero should not fall within the lower and upper intervals to reject the null hypothesis(MacKinnon et al., 2002; Preacher & Hayes, 2004).

To examine the mediation and serial mediation effect of work engagement and job satisfaction, the present study utilized a 95 percent bias-corrected bootstrapping method with a 5000 sample size. This bootstrapping method includes class intervals—upper and lower levels. As per the bootstrapping method, zero exclusion between the class intervals determines the mediation effect.

5.10.1 Mediation effect of work engagement

As expected, zero was not found in the class intervals between the indirect effect of internal branding on OCBI and OCBO via work engagement with the estimated value (0.108,p<.05 with class intervals 0.016 and 0.0206) is significant and supporting H7a as partial mediator. Similarly, the impact of internal branding on OCBO thru work engagement with estimate value 0.202, p<0.01 and class intervals 0.053 and 0.106 is significant and supporting H7b as partial mediator. However, the effect on OCBC from internal branding through work engagement fails to prove significant due to the inclusion of zero between the class intervals. Hence, the relation proved insignificant and rejected H7c.

5.10.2 Mediation effect of job satisfaction

Similarly, determined the indirect effect of internal branding on OCBO via job satisfaction where estimate value is 0.025, p<0.01 with class intervals 0.006 and 0.056. As a result, hypothesis H8a proved significant and supported the partial mediation. Further, the impact of job satisfaction between internal branding on OCBC proved with significant values—the estimate is 0.042, p<0.01, and class intervals values were between 0.01 and 0.088. Accordingly, H8b fulfils partial mediation effect. Unfortunately, the

indirect effect of internal branding on OCBI through job satisfaction fails due to zero involvement in their class intervals. Hence, hypothesis H8a was rejected.

5.10.3 Serial mediation effect of work engagement and job satisfaction

On the other hand, it assessed the serial mediators—work engagement and job satisfaction between the internal branding and multiple organizational citizenship behaviours. In this regard, the indirect effect of serial mediators (work engagement and job satisfaction) between internal branding and OCBO and OCBC proved with significant results (estimate value=0.062, p<.001 with class intervals 0.032 and 0.1) and (estimate value=0.103, p<.001, with class intervals 0.061 and 0.162) indicating serial mediation effect between the hypotheses. However, the impact of internal branding via work engagement and job satisfaction towards OCBI has failed to prove the serial mediation effect with zero values on this association. The overall mediation and serial mediation relationship between the hypotheses were presented in Table 5.9. Further, the overall constructs in the structural model measure 21 percent variance in the outcome variable of OCBI, followed by 48 percent of the variance in OCBO and 16 percent of the variance in OCBC (see Figure 5.3).

In summary, all the direct hypotheses except work engagement on OCBC and job satisfaction towards OCBI failed to prove the relationships. As a result of these relationships, mediation and serial mediation effects proved partial mediation.

In summary, the results delineate that the proposed model yielded a good model fit with training as the highest influencing factor of internal branding followed by internal communications and rewards. Among the tested hypotheses, except relations between work engagement and job OCBC; association between job satisfaction and OCBI, all the hypotheses proved positive significance. Moreover, the presence of work engagement and job satisfaction as mediators between predictive variables (internal branding) and outcome variables (OCBI, OCBO and OCBC) proved partial mediation.

Table 5.9: Results of mediation and serial mediation analysis

Hypotheses	Parameter	USE	SE	LCI	UCI	Result
H7a	IB →WE → OCBI	0.108	0.049	0.016	0.206	Significant
H7b	IB → WE → OCBO	0.202	0.053	0.106	0.314	Significant
H7c	IB → WE →OCBC	-0.08	0.068	-0.144	0.123	Insignificant
H8a	IB → JS →OCBI	0	0.007	-0.016	0.014	Insignificant
H8b	IB →JS →OCBO	0.025	0.012	0.006	0.056	Significant
H8c	IB →JS →OCBC	0.042	0.019	0.01	0.088	Significant
H9a	IB →WE →JS →OCBI	0	0.017	-0.034	0.032	Insignificant
H9b	IB →WE →JS →OCBO	0.062	0.017	0.032	0.1	Significant
H9c	IB →WE →JS →OCBC	0.103	0.026	0.061	0.162	Significant

Note: IB= internal branding, WE= work engagement, JS= job satisfaction, OCBI= organizational citizenship behaviour towards individuals, OCBO= organizational citizenship behaviour towards organization, OCBC= organizational citizenship behaviour towards customers. USE= unstandardized estimate, SE= standard error, UCI=upper class interval, LCI= lower class interval, *p<.05, **p<.01, ***p<.0001

Source: Data analysis

5.11 CHAPTER SUMMARY

This chapter explained the data analysis with the normality of the data. this study further the performed confirmatory fctor analysis to assess the measurement model along with examining the pscyhometric analysis interms of cronbach's alpha, compsoite reliabilty , convergent and discriminant valdity. This chapter elaborated the hypotheses testing with path coefficients and further demonstrated the mediation and serial mediation effect of work engaement and job satisfaction in relation between internal branding and various dimensions of organziaitonal citizenship behaviours.

CHAPTER 6

DISCUSSION AND CONCLUSION

6.1 CHAPTER OVERVIEW

This chapter delineates the findings corresponding to the earlier and recent studies. Further, the study also sets forth theoretical implications and managerial implications of the study that is believed to provide guidelines for the smooth running of the banking sector with respect to understanding the internal branding on work attitudes and organizational citizenship behaviours of the employees. The limitations and future research followed by conclusions have been discussed at the end of the chapter.

6.2 REVIEW OF FINDINGS

Examining the mechanism process between internal branding on employee work attitudes and OCBs of FLEs working in the public sector banks empirically is the core objective of the study. In line with the purpose of the study, the study objectives are to identify the impact of internal branding on various dimensions of OCBs. Furthermore, assessing the indirect effect of work engagement and job satisfaction (individually) and subsequently serial mediation of both mediators on various dimensions of OCB is yet another objective of the study. In doing so, the study supports all objectives except work engagement as mediator between internal branding on OCBC and job satisfaction between internal branding and OCBI.

Given that FLEs are the organisation's face in projecting the image to the stakeholders, their attitudes and behaviours are extensively studied in the literature. Despite the service sector's importance, the growth of the sector remains a question in the context of branding, especially in academics and research. In other words, much of the existing literature illustrated from the managerial or consultant perspectives related to employees remains questionable. Moreover, there is very less research contributions in the field of empirical research (Buil et al., 2016).

6.2.1 HYPOTHESIS1: THE EFFECT OF INTERNAL BRANDING AND ORGANIZATIONAL CITIZENSHIP BEHAVIOURS

The present study was carried among the FLEs working in public sector banks of India to examine the impact of internal branding on organizational citizenship behaviours through job attitudes. Ensuring the FLEs delineates the desired behaviours in building the brand image through their attitudes require organisation resources. Internal branding is manifested through training, internal communication and rewards towards OCB. The results signify that when the FLEs receive proper communications, training and rewards from the management, they internalise the brand values and organizational culture and display the requisite behaviour towards stakeholders. In a study among the bank employees, scholars (Goud& Sheena, 2021; Gupta et al., 2021) found that internal branding leverages organizational citizenship behaviour towards coworkers and the organisation. In another study on Norway hospital employees, Dahle and Urstad (2021) found that internal branding is leveraged OCB. By displaying positive behaviours at the workplace, banks can reinforce the strength of the brand and, further, retain the retention of the customers. Consistent with previous studies(Kang et al., 2020; Tsaur& Lin, 2004), internal branding leverages the discretionary behaviours of FLEs towards customers. Exhibiting such behaviours by the FLEs enhance the brand value and maintain the organization's competitive advantage.

6.2.2 THE EFFECT OF INTERNAL BRANDING ON WORK ENGAGEMENT

The present study significantly proved that internal branding augments the work engagement levels of the FLEs. The results signify that FLEs have displayed high engagement at the workplace. The results support the Buil et al. (2016) study where hotels allocated resources at the workplace, which yielded positive results. In the present study, the impact of internal branding on work engagement is very high (path value .71), where internal branding highly influences the FLEs engagement levels at the workplace. The results are in support of existing studies. For example, Karatepe (2013) conducted a study on FLEs where it was found that internal branding practices increased FLEs

engagement levels. Likewise, recently, Kaur et al. (2020) conducted a study on the sales force to identify the impact of internal branding on employee work attitudes. These authors found that the work environment that was consistent of internal branding factors (internal communications and training) influenced employee work attitudes. Supporting the findings, recently, Goud and Sheena (2021) found that internal branding in the form of internal communication, training and rewards generated high engagement levels among the FLEs. The results also support the brand literature where employees work attitudes, especially the motivational levels of the employees, would be high.

6.2.3 IMPACT OF INTERNAL BRANDING ON JOB SATISFACTION

Job satisfaction is described as the overall impression that the employees hold in their respective positions in their organisation. The results further indicate that employees are satisfied with the internal branding efforts organised by the bank. The results are consistent with Kaur et al. (2020), where internal branding enhanced the retail sector's employees' job satisfaction levels. Similarly, Bailey et al. (2016) conducted internal marketing activities encompassing training, internal communications and rewards on Saudi Arabian bank employees. This study yielded a positive relationship between internal marketing practices and job satisfaction. It resembles how vital the employees' job satisfaction is in the banking sector. Recently, Goud and Sheena (2021) found that internal branding leverages job satisfaction levels of the public sector banks. In addition, Sung and Hu (2021) found that internal branding augments airline job satisfaction levels. Similarly, Behravesh, Tanova, and Abubakar (2020)found that internal branding increased the service employees' job satisfaction in the Iranian banking sector. Altogether, the findings indicate that by offering proper internal communication, training and rewards, FLEs feel much valued and happy, resulting in their job satisfaction. In a similar vein, Du Preez and Bendixen (2015) study found that internal branding leverages the job satisfaction of bank employees. As employees' values are in consensus with brand values, employees develop positive feelings and emotions towards the job and likely yield satisfaction. Likewise, Eid et al. (2019) found that internal branding enhances job

satisfaction levels of the public sector. This is because experiencing/ perceiving positive feelings at the workplace generates job satisfaction among the employees.

6.2.4 IMPACT OF WORK ENGAGEMENT ON JOB SATISFACTION

It is evident from the literature that highly engaged employees are likely to experience job satisfaction (Ghosh et al., 2019; Rahman, Rehman, Imran, & Aslam, 2017). In other words, when people are driven by enthusiasm and high involvement in their jobs, they feel proud of their accomplishments and report high levels of job satisfaction. Consistent with the study findings, Ghosh et al. (2019)study on Indian public sector banks found that work engagement amplified employees' job satisfaction levels. In line with the findings, Goud and Sheena (2021) found that work engagement influences job satisfaction levels of the FLEs working in the Indian PSUs. These authors argue that enthusiastic, high persistent, and absorbed employees' triggers their motivation levels, which further excel the satisfaction levels of the FLEs. Hence, the H4 hypothesis is supported.

6.2.5 IMPACT OF WORK ENGAGEMENT ON OCBs

The present findings established that work engagement enhances the FLEs behaviour levels in the form of OCBI and OCBO through social exchange relationships. The findings suggest that FLEs work engagement enhanced the OCBO and OCBI. The results further imply that FLEs exhibit more discretionary behaviours towards organizations than OCBI. The findings further support social exchange theory obligation by stating give and take the policy of consideration. The more they receive, the more they reciprocate towards others. The present study findings are consistent with recent studies (Babcock-Roberson & Strickland, 2010; Goud& Sheena, 2021; Gupta et al., 2021; Karatepe et al., 2019).

In contrast, the findings do not support work engagement and OCBC. The results imply that even though FLEs are highly engaged at the workplace, they are unlikely to exhibit extra-role behaviour towards customers. Consistent with earlier studies (Bolino, Klotz, Turnley, & Harvey, 2013; Halbesleben, Harvey, & Bolino, 2009), FLEs OCB are likely to experience high workloads like handling diversified customers and performing their

prescribed job. Accordingly, they experience work-family conflict and role ambiguity. In support of the results, researchers(Goud& Sheena, 2021) found that work engagement has reduced the FLEs OCB towards customers. Similarly, in a study on Saudi Arabian bank employees, Garas et al. (2018) argued that sales and behavioural aspects are evaluated during employee performance, but more concentration on their sales. Hence, altogether the findings suggest that even though FLEs are highly engaged, they may experience hardships while delivering their performance (particularly OCBs simultaneously).

6.2.6THE IMPACT OF JOB SATISFACTION ON MULTIPLE OCBs

Given that a happy worker is a productive worker, supporting this statement, the present findings indicate that satisfied employees enrich the organization's effectiveness by displaying OCB towards the organisation and customers simultaneously. In doing so, positive and affective relations at the workplace are likely to ignite satisfaction levels of the FLEs. In doing so, FLEs takes the goes beyond their duties to support the organizational goals. The findings are consistent with the earlier studies (Belwalkar et al., 2018; Du Preez et al., 2017; Jena & Goswami, 2013; Kim et al., 2009). The present findings indicate that FLEs job satisfaction exhibits a high association with OCBC compared to OCBO. These findings further imply that satisfied employees take one step ahead by going the extra mile to satisfy customers' needs and requirements. These findings align with recent studies (Bettencourt & Brown, 1997; Ferdous, Polonsky, & Bednall, 2021; Goud& Sheena, 2021; Lee et al., 2006), which found that happy employees make customers happy.

In contrast to our expectations, job satisfaction failed to show association with OCBI. Earlier literature stated that satisfied employees are likely to exhibit positive behaviours in the form of OCBs. While delivering the OCB functions, FLEs may also perceive that this behaviour may likely impede their job perforamnce (Bolino & Grant, 2016; De Clercq, HaqInam, & Azeem Muhammad, 2019). In addition, organizations, particularly managers, fail to consider helping attributes during their performance appraisals. As a result, FLEs withdrew their helping behaviour towards employees. The results align with

89

literature(MacKenzie, Podsakoff, &Ahearne, 1998; Netemeyer, Boles, McKee, &McMurrian, 1997; Paillé, Mejía-Morelos, Marché-Paillé, Chen, & Chen, 2016), where service employees' job satisfaction is inconsistent with OCBI.

6.2.7 MEDIATION OF WORK ENGAGEMENT

The findings suggest internal branding influences the above said performance outcomes through work engagement. Indeed, work engagement mediates the effect of internal branding on its outcomes. The results align with social exchange theory and earlier works (Buil et al., 2016; Gupta & Sharma, 2018; Karadas & Karatepe, 2019; Kataria, Garg, & Rastogi, 2019). These studies emphasized that when the employees receive enough support in the form of allocation of resources triggers work engagement and thereby leverages the discretionary levels in the form of OCB and further enrich the organization effectiveness.

6.2.8 JOB SATISFACTION AS MEDIATOR

Job satisfaction mediates the impact of internal branding on OCBI, OCBO, and OCBC of FLEs. These findings are consistent with the literature on social exchange theory. Broadly speaking, FLEs perceiving internal branding factors in the form of internal communication, training, and rewards promotes job satisfaction levels of the FLEs. Consequently, witnessing these supportive organisation strategies deliberately increases job satisfaction. Undergoing such emotional attributes at the workplace, FLEs positively exhibit OCB towards the firm and customers. However, the mediation proves insignificant, failing to prove the significant relationship between job satisfaction and OCBI. The findings suggest that job satisfaction as a mediator further leverages OCBC than OCBI and OCBC. These findings indicate that satisfied FLEs exhibit more OCBs towards customers than coworkers and the organisation. The findings are inconsistent with recent studies (Du Preez &Bendixen, 2015; Goud& Sheena, 2021; Kim et al., 2009; Porricelli et al., 2014).

6.2.9 SERIAL MEDIATION OF WORK ENGAGEMENT AND JOB SATISFACTION ON OCBs

The present findings delineate that work engagement and job satisfaction enhance the internal branding towards OCBs. This signifies that work engagement and job satisfaction play a vital role in enhancing the employees' citizenship behaviours towards multiple roles. The study found that work engagement fails to prove OCBI among the FLEs. Incorporating work engagement and job satisfaction proved a significant relationship between the OCBO and OCBC. The results align with Gahlawat and Kundu (2018, 2020). These authors found high-performance work practices like training, information, and compensation likely to foster motivation levels and job satisfaction, thereby encouraging the employees to display positive behaviour at the workplace in the form of OCB through social exchange theory.

Similarly, a study on Indian IT firm Kumar, Jauhari, Rastogi, and Sivakumar (2018) found that organizational support engenders positive work attitudes like work engagement and job satisfaction, thereby instigating performance. In another study on FLEs working in Indian public sector banks, (Goud& Sheena, 2021) explored that internal branding leverage that motivated and satisfied FLEs to enhance the performance levels towards banks, coworkers and customers. All these studies incorporated social exchange theory in their studies. FLEs projected extra-role behaviour towards customers. Altogether these support the hypotheses.

6.3 THEORETICAL CONTRIBUTIONS

Earlier studies on internal branding were performed from a management perspective or a case study approach (Punjaisri & Wilson, 2017). Using SET, the present study adds to the existing literature by providing empirical evidence on internal branding and its influence on employees' attitudes and behaviours. As seen from literature, studies on the relationship between internal branding and the overall performance of OCB is negligible, this study extends the literature by taking a step in examining the relationship between internal branding and various forms of OCB empirically.

Similarly, Work engagement proved a critical motivational factor for engaging the FLEs towards organizational goals and values. As engaged employees' exhibit passion and enthusiasm towards their job. The study indicates that work engagement has reinforced the FLEs internal branding initiatives and thereby performed multiple roles of OCB. This study advances internal branding literature by including multiple OCBs within one study, especially in the banking sector, where previous studies fail to examine multiple OCBs simultaneously.

As stated earlier, a happy worker is a productive worker. The study findings proved that investment in internal branding activities enhances job satisfaction. Furthermore, job satisfaction mediates between internal branding and different forms of OCB. This study contends that providing a congenial atmosphere at the workplace, namely training, internal communications, and rewards, ignites positive emotions among the FLEs. Consequently, these emotions trigger FLEs positive behaviours like OCBI, OCBO, and OCBC. However, taking a further step, this study contributes empirically that offering internal branding stimulates positive attitudes like job satisfaction to go the extra mile towards the organisation and customers. Compared to earlier studies (Du Preez et al., 2017; Du Preez & Bendixen, 2015), which concentrated on brand oriented OCB, this study found internal branding successfully leverages employees OCB towards coworkers, organisation and customers.

Another significant contribution of the study is the implementation of serial mediators between internal branding and performance-oriented behaviours OCBs (Garas et al., 2018; Ngo et al., 2019). This study advances internal branding research by accumulating serial mediators. Specifically, the research utilised two serial mediators between internal branding and OCBI, OCBO and OCBC: work engagement and job satisfaction. However, work engagement and job satisfaction worked as antecedents and outcomes for each other and the present research studies job satisfaction as an outcome of work engagement. By using social exchange theory, this mechanism proved that internal branding serially mediates the OCBC strongly. Given that motivated and satisfied leverages organizational productivity, the present research extends internal branding research through work

engagement and job satisfaction as multiple mediators, enhancing the OCB towards stakeholders.

6.4 PRACTICAL IMPLICATIONS

The study's findings delineate valuable suggestions to the banking sector. Specifically, public sector banks (PSBs) should consider the importance of internal branding practice at the workplace. Training was found as the highest influencing factor among the practices, followed by internal communications and rewards. FLE who possesses and exhibits knowledge, skills, and abilities are highly intellectual and will deliver the organisation promises with the right attitudes and behaviours at the workplace. The study results further signify that PSBs should conduct more training sessions on product features and service execution. This is important because trained employees exhibit positive behaviour compared to the untrained. As a result, PSBs can attain a competitive advantage while delivering the services to stakeholders.

Similarly, internal communication also plays a vital role in encapsulating organizational values and culture. As a result, FLEs display positive attitudes and behaviours to support the bank goals. This further comprehends the FLEs brand knowledge that are relevant to the organisation mission and vision. From these findings, managers, particularly branch heads, should organize internal workshops on internal communication by inviting senior branch heads of other branches to deliver the importance of effective internal communications its significance and challenges. Banks should invest in internal branding practices based on the above reasons by integrating marketing and human resources departments.

The study results suggest that internal branding highly influences FLEs engagement levels towards their work. This is important for the bank managers to retain highly engaged staff. Because engaged employees' display positive behaviours in the form of high energy coupled with involvement compared to disengaged employees. However, the results further imply to bank managers that FLEs never consistently exhibit the same behaviours across the situations. This is because engaged employees often experience challenges like high workloads (Jha, Balaji, Yavas, & Babakus, 2017) and targeting

financial performance (Garas et al., 2018; Wallace et al., 2011). Such experiences are likely to impede not only FLEs service behaviour towards customers but also diminish the productivity of the banks like poor employee retention, low engagement, low motivation and absenteeism. To overcome these problems, managers should concentrate on retaining motivated and satisfied FLEs. This is because motivated and satisfied employees are likely to exhibit discretionary behaviours at the workplace (Wirtz & Jerger, 2016).

On the other hand, the bank managers should consider the job satisfaction levels of the FLEs. The results suggest that internal branding reinforces FLEs job satisfaction and exhibit positive behaviours. However, the managers should remember that FLEs may not guarantee that satisfied FLEs exhibits positive behaviours all the time. For example, the present findings suggest that FLEs withdraw their helping behaviours towards coworkers despite their job satisfaction. This might be due to lack of manager support during a performance appraisal by considering only sales metrics compared to behaviour metrics like helping coworkers. The results further suggest that bank managers with satisfied employees engender customer happiness and reinforce the bank's image. For example, Gounaris and Boukis (2013) conducted a study on bank employees found that FLEs exhibit an emotional bond towards customers across service touch points resulting in customer retention and satisfaction since these FLEs were highly satisfied with the job.

This study further suggests that highly engaged and satisfied employees are a competitive advantage to the banks. This is because; motivated and satisfied employees engender motivated and satisfied customers. The results further support that work engagement and job satisfaction as serial mediators supported the FLEs to exhibit all OCBs across all the service interactions. To strengthen these attributes among the FLEs, bank managers should conduct surveys regularly on FLEs to identify any deviations in their engagement and satisfaction levels. In doing so, bank managers can identify the problems in advance and overcome them by supporting and providing the resources to FLEs.

In summary, there is a great need to create an internal branding environment in the public sector banks of India to keep their employees engaged and satisfied, thereby extending their OCBs to enrich the organisation effectiveness.

6.5 LIMITATIONS AND FUTURE RESEARCH

The present study is not free from limitations. And considering these factors, the present study suggests the following areas for future research.

- Due to the study's cross-sectional nature, causal interpretation is difficult to interpret. To overcome this problem , future studies should incorporate longitudinal studies to have a clear view of internal branding and its effect on FLEs attitudes and behaviours
- As the FLEs reported their own performance in this research, their output may have bias. Hence, it warrants future studies to include manager ratings of the FLEs performance to ovoid the biases in the study.
- Since the study was conducted in public sector banks, it is difficult to predict the generalisations of the study. Hence, future studies should encourage comparative studies among public, private and foreign banks to evaluate the internal branding systems.
- Lastly, the surveyed data were collected before the recent mergers in public sector banks. Future studies should encourage internal branding studies during and after mergers and acquisitions to have a broader view.

6.6 CONCLUSION

Drawing on social exchange theory, the present study was performed on Indian FLEs working in PSBs to examine the mechanism between internal branding on work attitudes and OCBs. The findings indicate that experiencing the internal branding concept in Indian PSBS enhanced the performance levels of FLEs in terms of helping coworkers during their difficult times, serving and representing the image of their organisation and finally performing extra-role behaviours towards customers. Experiencing high engagement: enthusiasm, absorption and involvement at the workplace generate positive behaviours among the FLEs. Similarly, conceiving emotional feelings sat the workplace spur performance levels of the bank employees. Finally, an association of work engagement and job satisfaction leverages the PSBs to remain competitive.

Further, offering a congenial atmosphere in the form of internal branding practices is likely to display engagement and satisfaction towards their job. As a result, the performance of the organisation remains effective. Further, internal branding leverages the FLEs performance by including work engagement and job satisfaction to capture competitive advantage. Hence, there is a great need from the public sector banks to provide a congenial work environment by investing in internal branding concepts to remain competitive and face fierce competition with competitors.

QUESTIONNAIRE

Dear Respondent,

This questionnaire is designed to study aspects of Internal branding at workplace and its impact on employees' work attitudes and behaviours with respect to Public Sector Banks of India. The information you provide will help us better understands the internal branding initiatives at the workplace. Because you are the one who can give us a correct picture of how you experience internal branding at your bank. I request you to respond to the questions frankly and honestly. Since there is no right or wrong answer for any of the questions, you can express your opinion frankly. This study is conducted only for academic purposes, and no information provided by respondents will be shared with any member or organisation. Further your responses will not be examined during your performance reviews. Additionally, if you have any questions about the remarks, please contact the researcher.

Thank you very much for your time and cooperation. I greatly appreciate the help of your organization and yourself in furthering this research endeavor.

Yours sincerely

V. Madhusudhan Goud

Research Scholar

School of Management

National Institute of Technology, Surathkal

Email: madhusudhannitk@gmail.com

Mobile no: 9581177007

Demographic profile of the respondents

Following are the questions relevant to demographic profile. Give your valid response by answering the blanks.

1. Gender: _____(Male/Female)

2. Experience:_____ years

3. Age: _____ years

4. Marital Status: _____ (Single/Married)

5. Qualification: _____(Graduation/ Post graduation/ PhD

6. Current Designation: _____

   (Clerk, Assistant Manager, Manager, Senior Manager)

7. Designation at the time of joining the bank_____

   (Clerk, Assistant Manager, Manager, Senior Manager)

8. How long have you been with your present banker _____ years?

9. Location of your branch is_____(Metro/ Urban/ Semi-Urban/Rural)

10. Employment status: _____ (Permanent/Contractual)

SECTION A

Instructions

Please read the following statements carefully. Seven options ranging from 'Strongly Agree to Strongly Disagree' are given against each statement. The items below ask for your general opinion about the extent to which your organization values employees in internal branding activities given below. Show your level of agreement by putting a tick mark [✓] in the appropriate box. Please do not leave any item unmarked.

SNo	Each item is rated using 7 point Likert scale 7= Strongly Agree; 6= Agree; 5= Somewhat Agree; 4= Neither Agree Nor Disagree; 3= Somewhat Disagree; 2= Disagree; 1= Strongly Disagree. Statement	Strongly → Strongly Agree Disagree						
TRG1	This bank provides me with appropriate skills necessary for delivering the brand promise during trainings.	7	6	5	4	3	2	1
TRG2	The Bank employees get to spend a lot of time and effort in the training activities helpful for delivering service.	7	6	5	4	3	2	1
TRG3	Our bank focuses on identifying and improving employees' attitude toward customers during the training sessions.	7	6	5	4	3	2	1
TRG4	Bank training provides me with appropriate skills necessary for delivering the brand promises based on the brand standards.	7	6	5	4	3	2	1
TRG5	The bank training orientation program helped me for providing the level of service required for the brand.	7	6	5	4	3	2	1
IC1	Bank employees understand the service standards institutionalized by the department.	7	6	5	4	3	2	1
IC2	Service performance measures are publicly communicated to all employees regardless of their	7	6	5	4	3	2	1

	position or function.							
IC3	I get clearly informed of the bank brand mission during a department meeting.	7	6	5	4	3	2	1
IC4	I clearly understand my role in fulfilling the brand mission after a department meeting.	7	6	5	4	3	2	1
IC5	Briefings contain all essential information for me to provide services based on the brand promises.	7	6	5	4	3	2	1
IC6	The brand mission and promises are constantly reinforced during the briefing.	7	6	5	4	3	2	1
RW1	Our bank management provides incentives and rewards to the employees not only for their productivity but also for the service quality.	7	6	5	4	3	2	1
RW2	Our bank celebrates excellent services that meet the brand promises made to the customers.	7	6	5	4	3	2	1
RW3	Our bank offers fair opportunities for promotion to all employees who fulfill the brand promises.	7	6	5	4	3	2	1
RW4	Our bank offers various types of rewards for the excellent services that meet the brand standard.	7	6	5	4	3	2	1
RW5	The performance measures and rewarding system encourage the employees to work together.	7	6	5	4	3	2	1
RW6	Our bank offers rewards that are appropriate for the level of services performed.	7	6	5	4	3	2	1

SECTION B

Instructions

Please read the following statements carefully. Seven options ranging from 'Always to Never' and 'Strongly Agree to Strongly Disagree' are given against each statement. The items below ask for your engagement and satisfaction towards your job as a whole. Show your level of agreement by putting a tick mark [✓] in the appropriate box. Please do not leave any item unmarked.

SNo	Each item is rated using 7 point Likert scale 7= Always; 6= Very often; 5= Often; 4= Sometimes; 3= Rarely; 2= Almost Never; 1= Never. Statement	Always → Never						
VIG1	I feel like Iam with full of energy when Iam at work.	7	6	5	4	3	2	1
VIG2	At my job, I feel strong and vigorous.	7	6	5	4	3	2	1
VIG3	When I get up in the morning, I feel like going to work.	7	6	5	4	3	2	1
DED1	I am enthusiastic about my job.	7	6	5	4	3	2	1
DED2	My job inspires me.	7	6	5	4	3	2	1
DED3	I am proud of the work that I do.	7	6	5	4	3	2	1
ABS1	I feel happy when I am working intensely.	7	6	5	4	3	2	1
ABS2	I am immersed in my work.	7	6	5	4	3	2	1
ABS3	I get carried away when I am working.	7	6	5	4	3	2	1
	Each item is rated using 7 point Likert scale 7= Strongly Agree; 6= Agree; 5= Somewhat Agree; 4= Neither Agree Nor Disagree; 3= Somewhat Disagree; 2= Disagree; 1= Strongly Disagree. Statement	Strongly → Strongly Agree Disagree						
JS1	All in all I am satisfied with my job	7	6	5	4	3	2	1

JS2	In general, I don't like my job (R).	7	6	5	4	3	2	1
JS3	In general, I like working here	7	6	5	4	3	2	1

SECTION C

Instructions

Please read the following statements carefully. Seven options ranging from 'Always to Never' and 'Strongly Agree to Strongly Disagree' are given against each statement. The items below ask for your behaviour towards coworkers, organization, and customers as a whole. Show your level of agreement by putting a tick mark [✓] in the appropriate box. Please do not leave any item unmarked.

SNo	Each item is rated using 7 point Likert scale 7= Always; 6= Very often; 5= Often; 4= Sometimes; 3= Rarely; 2= Almost Never; 1= Never. Statement	Always → Never						
OCBI1	I help others who have been absent.	7	6	5	4	3	2	1
OCBI 2	Iam willingly give my time to help others who have work-related problems.	7	6	5	4	3	2	1
OCBI 3	I adjust my work schedule to consider other employees' requests.	7	6	5	4	3	2	1
OCBI4	I make newer employees feel welcome in the work group.	7	6	5	4	3	2	1
OCBI 5	I show genuine care and courtesy towards coworkers, even under the most trying business or personal situations.	7	6	5	4	3	2	1
OCBI 6	I give up time to help others who have work or non work problems.	7	6	5	4	3	2	1
OCBI 7	I assist others with their duties.	7	6	5	4	3	2	1

OCBI 8	I share my personal property with other employees to help their work.	7	6	5	4	3	2	1
OCBO1	I attend functions that are not required but that help the bank image.	7	6	5	4	3	2	1
OCBO2	I keep up with developments in the bank.	7	6	5	4	3	2	1
OCBO3	I support the bank when other employees criticize it.	7	6	5	4	3	2	1
OCBO4	I show pride when representing my bank in public.	7	6	5	4	3	2	1
OCBO5	I offer ideas to improve the functioning of the bank.	7	6	5	4	3	2	1
OCBO6	I express loyalty towards my bank.	7	6	5	4	3	2	1
OCBO7	I take action to protect the bank from potential problems.	7	6	5	4	3	2	1
OCBO8	I care about the image of the bank.	7	6	5	4	3	2	1
	Each item is rated using 7 point Likert scale 7= Strongly Agree; 6= Agree; 5= Somewhat Agree; 4= Neither Agree Nor Disagree; 3= Somewhat Disagree; 2= Disagree; 1= Strongly Disagree. Statement	Strongly → Strongly Agree Disagree						
OCBC1	I voluntarily assist customers even if it means going beyond job requirements.	7	6	5	4	3	2	1
OCBC2	I help customers with problems beyond what is expected or required.	7	6	5	4	3	2	1
OCBC3	I often go above and beyond the call of duty when serving customers.	7	6	5	4	3	2	1
OCBC4	Iam willingly go out of my way to make a customer satisfied.	7	6	5	4	3	2	1
OCBC5	I frequently go out the way to help a customer.	7	6	5	4	3	2	1

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132

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<h1 style="text-align:center">CURRICULUM VITAE</h1>

V. Madhusudhan Goud

Yelkur Heights

Bellary Road

Kurnool-518001, Andhra Pradesh

Mobile: 09581177007   Web of Science ResearcherID: AAK-9952-2021

Email: madhusudhannitk@gmail.com   ORCiD: 0000-0002-4377-209X

EDUCATIONAL QUALIFICATIONS

- National Eligibility Test (NET) Lectureship in Management (November 2014), University Grants Commission, New Delhi, India.
- MBA (2006-2008) specialization (Human Resource and Marketing)from Jawaharlal Technological University (JNTU) Hyderabad, Telangana with 76%.
- B.Com Computers (2001-2004) from Sri Krishna Devaraya University (SKDU), Anantapur, Andhra Pradesh with 65%.

PUBLICATIONS AND PROCEDDINGS

- Goud, V.M., & Sheena, S. (2021). Exploring the nexus between internal branding and front line employees' performance in Indian public sector banks: serial mediation approach published in *Vision: The Journal of Business Perspective*, Sage publishers (indexed in ABS, ABDC, ESCI, Scopus) doi: 10.1177/09722629211039348.
- Goud, V.M., & Sheena, (2021). Unraveling the relationship between internal branding and job outcomes: front line employees' perspective, published in *Turkish Online Journal of Qualitative Inquiry*.

- Goud, V.M., & Sheena, (2020). Internal branding and organizational citizenship behaviours: Evidence from public sector banks In *2020 International Conference on Marketing, Technology & Society 2020 (ICMTS 2020)* (pp. 1-6). [ISBN: 978-93-5419-748-2]

CONFERENCE

- Presented a paper titled "Internal branding and organizational citizenship behaviours: Evidence from public sector banks" at 4th International Marketing Conference, Theme: Marketing, Technology, and Society, IIM Kozhikode on 7-9th December 2020.

PUBLICATIONS UNDER REVIEW

1. Goud, V.M., & Sheena, (2021). Internal branding and front line employees performance outcomes: Mediation role of work engagement, *Journal of Indian Business Research*: Emerald publishers (under review)

2. Goud, V.M., & Sheena, (2021).Does internal branding leverages organizational citizenship behaviours: Role of job satisfaction, Benchmarking: Emerald publishers (under review)

3. Goud, V.M., & Sheena, (2021).Internal branding and job satisfaction: Age as moderator, *Vision: The Journal of Business Perspective*, Sage publishers (under review)

WORKSHOPS ATTENDED

- Attended three-month online workshop organized by the Sabargamuwa University of Sri Lanka in association with Emerald Publishing and Gulf Medical University, Iran on "Writing Impactful Research".
- Attended eight-day national level workshop on Statistical Analysis for Business Research held at Pondicherry Central University, Pondicherry