

**ROLE OF PERSONALITY FACTORS AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON
INTERNAL BRANDING**

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**DOCTOR OF PHILOSOPHY
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By

**G. RADHA KIRANMAYI
(14MBPH02)**

**Under the Supervision of
Prof. P. JYOTHI**



**SCHOOL OF MANAGEMENT STUDIES
UNIVERSITY OF HYDERABAD
HYDERABAD-500046
TELANGANA STATE
INDIA**

DECLARATION

I, G. Radha Kiranmayi, hereby declare that the thesis entitled, “Role of Personality Factors and Organizational Citizenship Behavior on Internal Branding”, submitted by me under the guidance and research supervision of Prof. P. Jyothi is a bonafide research work which is also free from plagiarism. I also declare that it has not been submitted previously in part or in full to this University or any other University or Institution for the award of any degree or diploma. I hereby agree that my thesis can be deposited in Shodhganga /INFLIBNET.

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Name: G. RADHA KIRANMAYI

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- Published a Research article entitled “ The Role of Employee Brand Identity and Employee Brand Commitment on Employee Brand Performance” in Shanlax International Journal of Management, Volume: 5, Special Issue: 1, Pages: 43- 50, ISSN: 2321-4643, IC value (2015)=23.21 points, Impact Factor: 2.082, Indexed in Copernicus, Google Scholar and I2OR, UGC List Journal NO: 44278 in March 2018.
- Published Research Article entitled ME and My Brand - A Study on Employee Perspective in Prabandhan Indian Journal of Management, Volume: 10, Issue: 9, Pages: 16-27, ISSN: 0975-2854, IC value (2015) = 7.96, Indexed in Scopus, Google Scholar, NAAS Rating = 3.60, UGC List Journal No: 38263 in September 2017.

Has made presentations at the following conferences:

- Presented a paper entitled “The Role of Employee Brand Identity and Employee Brand Commitment on Employee Brand Performance” in National Conference on Services in Emerging Markets: Opportunities and Challenges Organized by GITAM School of International Business, GITAM University, Visakhapatnam on 10th March 2018.
- Presented a Research Paper entitled A Study on Innovative Learning Processes and Traditional HRM Practices Impacting Human Performance held at International Conference of Management (NICOM – 2015) held at the Institute of Management, Nirma University on January 8 – 10, 2015.

Further, the student has passed the following courses towards fulfilment of coursework requirement for PhD as recommended by doctoral committee.

S. No	Course Code	Name	Credits	Results
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Research Supervisor

Prof. P. Jyothi

Dean of School

Prof. B. Raja Shekhar

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GLOSSARY

ACRONYM	ABBREVIATIONS
AVE	Average Variance Extracted
CB-SEM	Co-variance Based Structural Equation Modeling
CI	Confidence Interval
CR	Construct Reliability
EM	Expectation maximisation
H _n	Hypotheses
ICC1	Interclass correlation
ICC2	Inter-rater reliability
MAR	Missing At Random
MCAR	Missing Completely At Random
MVA	Missing Values Analysis
OCB	Organizational Citizenship behavior
PCA	Principal Component's analysis
PLS-SEM	Partial Least Square- Structural Equation Modeling
RMSE	Root Mean Square Error of Approximation
r_{wg}	Inter-rater Agreement
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
SRMR	Standardized Root Mean Square Residual
VAF	Variance Accounted For
VIF	Variance Accounted For

NOTATIONS

SYMBOL	NOTATIONS
%	Percentage
$\sqrt{\quad}$	Square Root
H	Hypothesis
L	Loadings
A	Cronbach's Alpha
P	A probability value of significance level
f^2	Effect Size
Q^2	Predictive Relevance
Df	Degrees of freedom
c^2	Chi-Square
Δc^2	Change in Chi-square
SE	Standard Error
N	Number of observations
M	Mean
B	Un-Standardized Beta Coefficient
SD	Standard Deviation
SEB	Standardized Error of Beta
B	Standardized Beta Coefficient
C	Constant
T	t- statistic
R^2	Coefficient of determination

ROLE OF PERSONALITY FACTORS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON INTERNAL BRANDING

ABSTRACT

Internal branding is a set of strategic processes that empower employees to deliver customer experience in a consistent fashion. It promotes brand inside the company and aligns employee by endorsing the corporate brand inside an organization. It helps employees in delivering brand promises made by an organizations to create certain value to the customer for their ultimate satisfaction and an everlasting experience.

Organizational citizenship behavior is an organization's ability to elicit employee behavior that goes above and beyond the call of the duty can be a key asset and one that is difficult for competitors to imitate. The determinants of organizational behavior are:

- Altruism, which means helping specific other person with an organizationally relevant task or problem,
- Conscientiousness is working well beyond the minimum role requirements of the organization, in areas of attendance, obeying rules and regulations, taking breaks and so forth,
- Sportsmanship, an ability to tolerate less than ideal circumstances without complaining,
- Courtesy means preventing work related problems with others from occurring and
- Civic virtue is the employee's conduct of responsibly participating in, involved in, or is concerned about the life of the company.

Personality is defined as a unique and relatively stable pattern of behavior, thoughts and emotions shown by the individuals. It represents the overall profile or combination of characteristics that capture the unique nature of person as that person responds and interacts with others. The Big Five Personality traits can be classified as openness to

experience (broad mindedness, imaginative, curious), conscientiousness (dependable, responsible, and persistent), extraversion (assertive, sociable, and outgoing), agreeableness (cooperative, trusting, and good nature) and emotional stability (secured, relaxed, unworried behaviors).

In this study, the available literature on internal brand management had little empirical evidence on the influence of organization citizenship behavior as significant condition under which the relationship with personality factors may lead to additional positive outcomes. Further, the existing literature does not highlight the underlying process of relationship between the above three constructs. However, it aids in arriving at a conceptual framework to guide the empirical investigation. Thus this study aims to bring out a new dimension among the three constructs and develop a comprehensive understanding of the concept of internal brand management.

The data for this research was collected from employees of Select IT companies in three cities of India. A survey was conducted administering a structured questionnaire on a sample of 522 employees in Bengaluru, Mumbai and Hyderabad.

Missing data analysis was performed before employing any other data analysis, and missing data were imputed using regression-based data imputation techniques in SPSS. Data were tested for reliability and validity. The presence of CMV bias was assessed using Harman's test. It was observed that the first or significant factor that emerged from the principal components analysis (without rotation) explained only 19.667% (less than 50%), which suggests that no single dominant factor emerged. Therefore, the study can exclude the possibility of a common methods bias.

Multiple regression technique and mediation analysis technique as suggested by Baron & Kenny (1986) was used to examine the intervening effect of the model. This was done using IBM SPSS software. The results that Organizational citizenship behavior mediates between Personality factors and Internal Branding was proven in the present study.

Finally, implications, limitations and suggestions for future research were also discussed based on the analysis of the results.

CHAPTER 1
INTRODUCTION

1. INTRODUCTION

1.1. Internal Brand Management

Internal brand management can be understood as an internally directed (Wittke-Kothe, 2001) employee management programme (Harquail, 2007) designed to cultivate a typical workforce behaviour (Ind, 2001; Miles & Mangold, 2004; Mitchell, 2002). It emerges from commercial branding and marketing practices (S. Baron et al., 2009; Harquail, 2007; King & Grace, 2008; Meier, 2014; Punjaisri & Wilson, 2007). Its objective is to attain competitive advantage using the skills, knowledge (King & Grace, 2010) and shared understanding (J. M. Balmer, S. M. Powell, K. Punjaisri, & A. Wilson, 2011) of the developed workforce, that cannot be easily replicated by its competitors (J. M. Balmer et al., 2011; Harquail, 2007; Joseph, 2012; Khanyapuss & Alan, 2011; Nina MacLaverty, 2007; Ravens, 2013; Sharon Groom, 2008; Yeboah, Ewur, Adigbo, & Asirifi, 2014). Its purposes is to achieve ultimate customer satisfaction (Melewar et al., 2012) by promoting brand equity (Ravens, 2013), empowering employees to deliver their best (Sharon Groom, 2008) and to link intellectual and emotional values of the employees with the brand (Thomson, de Chernatony, Arganbright, & Khan, 1999).

Definition

A general definition of Internal Branding has not been proposed yet, though several authors support the thought that

“Internal Branding is about ensuring that the brand promise is transformed by employees into reality, which reflects the espoused brand values to set the customer expectations.” (Khanyapuss & Alan, 2011).

In other words, internal branding refers to the actions engaged by an organization to ensure employees reflect the brand personality of the organization. The main objective of

internal brand management is to attain competitive advantage which cannot be easily replicated through the human resources working in other organizations.(Mahnert & Torres, 2007)

Internal Branding in literature has been defined by many authors in many ways:

- Sharon Groom (2008) defines internal brand management “as a set of strategic processes that align and empower employees to deliver the appropriate customer experience in a consistent fashion”.
- Drake et al (2005) states that internal branding promotes brand inside the company through internal marketing practices.
- Balmer et al. (2011) describes the necessity of commitment for developing effective internal brand management programs.
- Thomson et al. (1999) displays the significance of brand values linked to emotional and intellectual values of employee.
- Dutton et al., (1994) and Van Dick, (2001) suggested the role of loyalty in internal branding.
- Internal Brand Management can also be understood as the set of strategic processes that align and empower employees to deliver the appropriate customer experience in a consistent fashion. (MacLavery, McQuillan, & Oddie, 2007)

From the above discussion, it can be noticed that internal branding literature suggests three vital factors of internal branding.

- Reproduction of the brand values to the consumers by dedicated personnel.
- The understanding of the promise given by organizational brand that is transferred to the markets (both external and internal).

- The significance of being multidirectional, i.e., internal branding must to be applicable to all levels in the organization in order to support the management and their staff and enabling them in developing good values and behaviors.(Mahnert & Torres, 2007)

Thus Internal Branding can also be viewed as:

Inter- departmental and multi directional effort, to facilitate in creation and maintenance of an employee brand understanding within the organization that aids in attaining consistency with the corporate brand image and encourage a sense of brand championship among its employees.

Steps for Designing Internal Branding Process

Sartain (2005) suggested ten necessary steps to be considered for developing an effective internal branding process for the employees.

They are given as follows:

- Internal brand development has to involve employees at all levels and should not be done in isolation.
- Internal branding plan has to be developed to achieve brand promise given by the organization to its customer.
- The expertise and experiences of departments directly dealing with the customers has to be used for developing and training the employees' to understand and reflect the brand in a positive way.
- Involve the human resources in finding more effective answers of how they can deliver the promises made by the brand.

- Develop and use influential key words to personalize the brand.
- Finding and communicating the connection of the employee's day to day work experiences and its role in fulfilling the brand promise.
- Imbibing the brand in every Human resource function.
- Marketing the internal brand to the prospective employees by showing them how great it feels to be associated or to work with the organization.
- Developing a metrics to measure internal brand performance at all levels.
- Continuously enhance the brand and communicate how the organization is developing with changing time.

Role of employees in Internal Branding:

- **Employees can Make or Break:** Internal branding focuses on employees in the organization, as employees can make or break the brand as so determine the organization's success. Even one negative experience at customer touch point can determine the fate of the brand. (Joseph, 2012; Sartain, 2005)
- **Employee expectations:** Competing for employees has become as difficult as competing for customers in present working conditions as the organizations are competing for the efficient manpower. Building loyalty among employees hence, has become crucial for the mere survival of the organization. (Ozcelik, 2015; Sartain, 2005)
- **Changing Perspectives:** The changing generations of workforce have changing values, preferences and demands. A better understanding on brand expectations and promises have to be communicated to the workforces to standardize their work behaviors. (Ozcelik, 2015)
- **Competitive Advantage:** Internal Branding develops a culture that cannot be imitated by the competitors and hence well-crafted and robust internal brand management programs have to be initiated, that can develop uninterrupted competitive advantage. (Asha & Jyothi, 2013; Erkmen & Hancer, 2015; Ozcelik, 2015)

- **Brand Centered HRM:** Understanding the role of employees in internal branding highlights the importance of brand centered HRM in the organizations. Brand centered HRM is defined as “HR practices that make employees produce positive attitude and behaviors towards the brand.” All the practices of HRM should be designed to produce brand identity among the employees that can be reflected in their attitudes and behaviors. (Melewar et al., 2012). These Brand centered HRM practices develop Employee Commitment, Citizenship Behavior, brand equity of employer, OCTAPACE culture, information and communication, leadership, management support. (Baumgarth & Schmidt, 2010; Burmann et al., 2009; Erkmen & Hancer, 2015; Raj & Jyothi, 2011; Ravens, 2013; Sartain, 2005; Wittke-Kothe, 2001).

1.2. Significance and Importance of Internal Brand Management:

Organizational Perspective:

- Internal branding plays a vital role in successful implementation of organizational branding strategy. (Sharon Groom, 2008)
- A very effective way of delivering brand experience to the customers is through its employees. Internal branding programs are used to harvest the benefits of employee brand related behaviors. (Sharon Groom, 2008)
- Internal branding programs promotes brand from inside the organization developing an everlasting competitive advantage. (Balmer, Powell, Punjaisri, & Wilson, 2011)
- Internal branding programs leads to customer satisfaction. (Melewar et al., 2012)
- Internal brand management attains brand equity. (Ravens, 2013)
- Internal branding links brand values to intellectual and emotional values of employee. (Thomson, De Chernatony, Arganbright, & Khan, 1999)

Employee Perspective:

- Employees Stimulate and Sustain the confidence and pride in the Organization through internal branding programs. (Sharon Groom, 2008)
- Internal branding practices encourages employee reward and recognition for the contribution to the brand. (Sharon Groom, 2008)
- Internal branding practices develops consistency in performance supporting human resources practices and programs. (Sharon Groom, 2008)
- It encourages active employee engagement. (Keller, 2001)

1.3. Linking of the Concept

The idea of branding can be followed back to a period where human progress has started. The branding amid that period was fundamentally done on two viewpoints, religion and business transactions. Data about business transactions (like quantities, transactional items and parties involved) were recorded utilizing pictorial images (like brand marks, logos and icons) which were sometimes complemented by hues and content. (Dutta, 2012; Moore & Reid, 2008)

Utilization of seals for branding the goods from a specific kingdom was followed back to Indus Valley period. These seals were designed by the rulers of that time and given to the vendors in their kingdom to mark their items. These are called proto brands. (Dutta, 2012; Moore and Reid, 2008)

Market oriented branding by the entrepreneurs has its root in Iron Age when the business visionaries utilized their own particular mottos, logo's, symbol's and so on their items to offer their brands. One of the initial advertisement of brands can be dated back to this time. (Dutta, 2012; Moore and Reid, 2008)

Bronze Age had not only witnessed brands but has also experienced competition among the brands. It was discovered that amid this period branding was also used to mark cattle and wrong doers through pyroglyphics (stamping utilizing hot iron) (Dutta, 2012; Moore and Reid, 2008)

Since those times to date the accentuation on branding has been expanding with competition and changing buyer's needs. Each and every endeavor is made to reach and settle on the minds of the buyer by making buying a remarkable experience.

Product Brand to Corporate Brand

After centuries of branding only products, organizations in present world have started to draw sophisticated distinctions between product brands and corporate brands (Balmer, 1998). Organizations have recognized that their employee are their representatives. This led to an increased interest on how a sustainable competitive advantage can be achieved through a corporate branding that reflects the aligned values of employees and organizations. (Holmgren, Schori, & Wingård, 2003)

Internal Marketing

Internal marketing as a concept, has been in discussion in the literature of marketing and other allied disciplines for more than a quarter century. However, despite many endeavors for the formalization and operationalization of internal marketing activities (Ballantyne, 1997; Mahnert & Torres, 2007; Tansuhaj, Randall, & McCullough, 1988) no formal and unified understanding of the concept has been attained by researchers and experts (Mahnert & Torres, 2007). Therefore, there is a level of obliviousness and hesitance towards the idea of internal marketing.

Internal Marketing Framework from the perspectives of various authors has been compiled and suggested by Mahnert and Torres (2007) is shown in Table: 1.1.

Table: 1.1 Framework of Internal Marketing

Function	Foundation	Insertion	Key authors	Instruments
Internal Marketing to Internal Customers	Services	Jobs are nonspecific products that Have to be marketed to workforces to ensure employee job satisfaction; Satisfied workforces will lead to satisfied customers.	Sasser and Arbeit (1976), Berry, Hensel, and Burke (1976)	Internal market research Employer branding Motivation Rewards and benefits Training Measurement
Internal Marketing Internal Markets	Services, TQM	Organizations consist of internal markets with an internal value chain; internal suppliers and internal customers need to be identified and their needs satisfied to achieve overall improved organizational service quality and consequential service quality to the customer.	Piercy and Morgan (1991), Gronroos (1981)	Internal market research Internal communication Internal quality control Training Measurement
Internal Marketing as a strategy facilitator	Strategic marketing	Strategy is change and change must be implemented through employee understanding of Organizational objectives and the creation of customer Consciousness; employees must commit to the Organization and its brand(s).	Foreman and Money (1995), Flipo (1986)	Internal market research Internal communication Team management Change management Internal branding Measurement

Source: Mahnert and Torres (2007)

From the above table, a cyclical connection is observed among the three functions, namely internal customers, internal markets and strategy facilitator. It can be noted that a committed worker with productive and successful internal customer's relations is capable of drawing in and holding workers at work places. Similarly such proficient and viable internal customer relations will likewise impact an employee understanding about his organization and its Brand, increasing the commitment and propensity for association with the brand. (Mahnert & Torres, 2007)

So internal marketing can be understood as a collection and utilization of functions and instruments for the development and support of a predictable, productive, powerful and customer oriented employees. These goals are accomplished through appropriate HR policies. (Mahnert & Torres, 2007)

The Relationship between Corporate Branding and Internal Branding

Balmer (1998) proposes that a corporate brand is promise made by the organization to all its stakeholders. Einwiller and Will (2002) describes that corporate branding is an organized intentional management of symbolism, communication and behavior to accomplish a favorable and optimistic status with stakeholders of an organization (Abimbola, Lim, Foster, Punjaisri, & Cheng, 2010).

The aim of internal branding is to achieve the alignment of brand and the employee by endorsing the Corporate Brand inside an organization (Drake, Gulman, & Roberts, 2005). It combines the efforts of both marketing and Human Resource personnel (Abimbola et al., 2010).

1.4. Theoretical Foundation of Internal Branding

Literature suggests that the relationship between the organization and the employee can be explained by Social Exchange Theory. The above statement is supported in the studies of Chang, Chiang, and Han (2012), Aselage and Eisenberger (2003), Allen, Shore, and Griffeth (2003). Social exchange theory is based on concept of Homans (1961) and Blau (1964).

Social exchange theory projects the significance of exchange interactions between the employees and the organization (Eisenberger, 1986). Social exchanges will be of High quality when personnel have greater levels of respect, trust and organizational loyalty (Chen & Klimoski, 2003). Human resources who trust that there is a scope for mutual interchange of benefits in the organization will be keen to begin exchange relationships with their coworkers and with the organization. In such situations, reciprocal exchange between personnel and their organization can be proven as optimistic, durable, and collaborative relationships that add to organization's performance.

Internal brand management is a process of endorsing the brand to personnel, enlightening them with the brand values (Aurand, Gorchels, & Bishop, 2005) and transforming their behaviors into brand related behaviors (Balmer et al., 2006). Throughout the course, if the workers' requirements are contented through the interchange relationships, the personnel demonstrates better brand identity, brand psychological ownership, brand commitment and brand loyalty, thus contribute to success of internal branding. (Chang et al., 2012)

Ashforth and Mael (1989) contends that organizations are formed by social groups and so organization identity is developed by group identity and group identity is developed when individuals incorporate this identity within their own self. This theory is known as Social Identity Approach to Organizational Identification (SIA). The theoretical origin of Internal Branding is from Social Identity Approach to Organizational Identification (SIA). (Maxwell & Knox, 2009).

1.5 Variables Considered for Internal Branding:

Internal Branding has a positive impact on attitudinal and behavioral aspects of the human resource. There are multiple dimensions of internal branding in the literature, but the present study identified the variables of internal branding which are likely to have a link with the individual personality factors and their role on job behavior's that is essential for understanding the purpose of the study. The variables considered for the study are classified in

four dimensions, namely: employee brand identity, employee brand psychological ownership, employee brand commitment and employee brand loyalty.

Employee Brand Identity

Organisations' brand their products and services for creating a targeted, differentiated and predicted experience that can develop ultimate customer experience (Joseph, 2012). Transforming this branding concept into internally directed programs to enable the employees to reflect the brand is referred to as Internal brand management (J. M. Balmer et al., 2011; Harquail, 2007; Joseph, 2012; Khanyapuss & Alan, 2011; Nina MacLavery, 2007; Ravens, 2013; Sharon Groom, 2008; Yeboah, Ewur, Adigbo, & Asirifi, 2014). The fundamental aim of internal brand management is to achieve the ultimate advantage (King & Grace, 2010; Ravens, 2013) by developing brand identification amongst its employees (J. M. T. Balmer, S. M. Powell, K. Punjaisri, & A. Wilson, 2011; Clegg, 1994; Harquail, 2007; Joseph, 2012; McDonald, 2004; Ravens, 2013).

The concept of employee brand identification emerges from Social identity theory (Ashforth & Mael, 1989; Hogg & Abrams, 1988; Lohndorf & Diamantopoulos, 2014; Maxwell & Knox, 2009; Stets & Burke, 2000; H. Tajfel, 1979; H. Tajfel & Turner, 1979; H. E. Tajfel, 1978; Trepte, 2006). Brand identification of employees in an organization is a strategy that attempts to create a psychological contact (Ashforth & Mael, 1989; Ashforth & Mael, 1996; Harquail, 2007) between the brand and the employees, that empowers the employees to develop belongingness towards the brand and take pride in displaying it in the work behaviour (Ashforth & Humphrey, 1993; Ashforth & Mael, 1989; Harquail, 2007).

Employee brand identification fosters a strong feeling of being connected and enables the employee to incorporate the organizational goals, challenges and objectives as his own (Jenewein & Mühlmeier, 2008). It empowers the employees to develop belongingness towards the brand and to take pride in displaying it in their work behaviour (Ashforth & Humphrey, 1993; Ashforth & Mael, 1989; Harquail, 2007). The employees internalises the brand

(McDonald, 2004) and reflect it in verbal and non-verbal actions providing an unobtrusive and unproblematic work behaviour (Harquail, 2007).

Employee Brand Psychological Ownership

Etzioni (1991) claimed that individual's feeling of ownership is a two folded conception; former being the objective unit that is being owned and later is the psychological feeling that exists in the individual's mind. Psychological ownership is feelings of and individual about ownership towards a particular things that is either non substantial or substantial (i.e., intangible or tangible object) like people, artistic creations, ideas, or subgroups. (Chang et al., 2012; Pierce et al., 2001; Van Dyne & Pierce, 2004). O'driscoll, Pierce, and Coghlan (2006) noted that an employee can feel objects as his own extensions when the individual is closely connected to the object. (Chang et al., 2012)

Psychological ownerships are considerably different from lawful ownerships as they are experienced by the owner through a psychological process and the owner does not possess any lawful possessions that are recognized by the society. (Chang et al. (2012); Rousseau & Shperling, 2003) Human resources of an organization with psychological ownership possess a sense of responsibility, self-concept and optimistic attitude towards the organization (Chang et al., 2012; Van Dyne & Pierce, 2004).

Employee brand psychological ownership is the psychological know-how that makes personnel produce optimistic cognitions and attitudes about the brand, like psychological relationship with the corporate brand, selfless attitude towards activities that are related to the brand. Similarly, the workers possessing psychological ownership towards the brand may develop positive feelings and identity towards the corporate brand and might sense themselves to be effective and familiar with brand related activities and might even defend the brand as they defend themselves. (Chang et al., 2012)

Avey, Avolio, Crossley, and Luthans (2009) explains that an employees' brand psychological ownership is elucidated by Self Identity View and Social Exchange Theory. The former claims that when individuals' own identification is combined with the Brand's targets by an inspirational leader, personnel will neglect their personal profits to accomplish the leader's dream and respect these struggles as countenance of self-identity. The authors also states that when needs of the workforces are fulfilled by the brand, the employees will ignore their advance to work for the organization' brand and then respond through psychological ownership. (Chang et al., 2012)

Employee Brand Commitment

Employee brand commitment is the extent to which an employee identifies and is involved with the brand, is keen to apply extra efforts to accomplish the objectives of the organizational brand and is willing to work with the organization. (Kimpakorn and Tocquer, 2009)

Balmer (2001) contends for the necessity of complete commitment across every employee of an organization for a brand to be successful and differentiated. The literature suggests that when the employees have a perfect understanding about the organizational brand values, they will be more emotionally and intellectually involved with the brand (Khanyapuss & Alan, 2011; Thomson et al., 1999). Because internal branding attempts to create a mutual understanding of brand values in the organization, recent literature highlights a positive impact of brand commitment of employee on brand performance. (Khanyapuss & Alan, 2011; Punjaisri & Wilson, 2007; Punjaisri, Wilson, & Evanschitzky, 2008). Employees committed to the brand are more likely to be emotionally attached to the brand and thus can better realize the brand promise (Khanyapuss & Alan, 2011; Thomson et al., 1999).

Employee Brand Loyalty

An understanding on how and why a feeling of loyalty is developed in the stake holders of the organization is one of the critical management issue in present times. In the present cut throat competition, loyalty is considered as a major factor in attracting market share thus developing viable competitive advantage (Pritchard, Havitz, & Howard, 1999). Until recent times researchers of psychology thought loyalty was a confirmation - disconfirmation process of satisfaction, but the recent literature suggests that, the concept of mere satisfaction is not sufficient to describe loyalty and hence loyalty is much more complicated.(Pritchard et al., 1999)

Literature defines loyalty as “a composite blend of brand attitude and behavior, with indexes that measure the degree to which one favors a brand repeatedly” (e.g., (Day, 1969; Pritchard et al., 1999)). Jacoby and Chestnut (1978) reconnoitered that loyalty is a psychological approach that includes conative, affective and cognitive elements. Oliver (1997) has defined loyalty to be “a deeply held commitment to patronize a preferred product or service consistently in the future, despite situational influences having the potential to cause switching behavior” (Yi & Jeon, 2003). Further it was also observed that brand loyalty is shaped when the organization’s brand values are aligned with the employee values (Khanyapuss & Alan, 2011; Van Dick, 2001). Pappasolomou and Vrontis (2006) pointed out that internal branding practices developed employee brand loyalty. (Khanyapuss & Alan, 2011)

Thus the present study defines employee brand loyalty as, a combination of certain brand attitudes caused due to conative, affective and cognitive elements of the employees that can lead to brand specific behaviors and enable employees to patronize the brand which is further encouraged by the internal branding practices of the organization. The employee brand loyalty can be measured with three kinds of behavior at any point of time: (1) the percentage of employees who continue to work with the brand, (2) the percentage of employees who feel completely loyal to the brand, and (3) the percentage of employees who switch to other brands.

1.6. Organizational Citizenship Behavior:

Individual voluntary cooperation is of fundamental importance for successfully achieving organizational goals. It has long been recognized that attainment of complex organizational outcomes depends upon sustained cooperative actions from numerous individuals. Pioneering management theorist Chester Barnard maintained in his treatise on executive management that the accomplishment of organizational goals depended on willingness of persons to contribute efforts to the cooperative system. Succeeding organizational scholars have augmented and re-conceptualized Barnard's ideas in the concept of organizational citizenship behavior (Katz, 1964; C. Smith, Organ, & Near, 1983).

Organizational citizenship behavior refers to everything that personnel does extemporaneously of their own accord, that does not lie inside of the indicated contractual duties or that is discretionary (Dennis W. Organ, 1988; Zhang, 2011). It is described as something that is intangible, which is not formally recognized by job description and is challenging to quantify, nevertheless has a significant influence at the organizational performance, improving organizational efficiency from eighteen to thirty eight percent across diverse elements of measurement (Ehrhart, 2004; P. M. Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Zhang, 2011).

Organizational citizenship behavior is abstracted as identical with the model of "contextual performance" which is described as Performance that ropes the "social and psychological environment in which task performance takes place" (Dennis W Organ, 1997; Dennis W Organ & Lingl, 1995; Zhang, 2011). Organizational citizenship behavior echoes the supple nature of workers' roles in the organizations acknowledging the detail that workers get recognized and remunerated for actively engaging in it. Organizational citizenship behavior is not always openly and officially recognized or remunerated by the establishment but can definitely be echoed in favorable manager and subordinate ratings facilitating imminent incentive indirectly. Organizational citizenship behavior promotes the effective working conditions in the organization. (Zhang, 2011)

The conversational understanding of organizational citizenship behavior as ‘walking an extra mile’ or ‘above and beyond’ to support others at job is a notion that several people are aware of. Examples of organizational citizenship behavior include helping a novice become acquainted to the new role and the workplace, helping a coworker stressed with targets.

Organizational citizenship behavior also involves organizational related activities like working extra time without expecting compensation, or offering to organize functions in the office. (Zhang, 2011)

Katz (1964) proposed three kinds of activities crucial for the successful functioning of any organizational system. Employees must be hired and retained, work role performance must be accomplished in a dependable manner and employees must exceed formal job requirements. Katz extended Barnard’s observations on cooperative actions with the introduction of the concept of extra-role cooperative behavior: “There must be innovative and spontaneous activity in achieving organizational objectives which go beyond the role specifications”.

Katz and Kahn (1966) identified that within every organization there are countless acts of cooperation without which the system would break down. These everyday acts are taken for granted, and few of them are included in the formal role prescriptions of any job. Extra-role cooperative behavior, then, includes individual actions that support or enhance an organization’s goal performance, production system, public image, or provide beneficial suggestions to help other employees improve their skills and abilities. The essential aspect of these actions is that they all describe performance beyond a person’s formal job role requirements that serve to achieve organization goals.

Role of Organizational Citizenship Behavior

Organizational - citizenship behaviours are very essential in any business organizations as they enable in creating wonders and miracles in work behaviours of employees for organizations welfare and wellbeing that otherwise is almost impossible in the organization settings.

As per Smith et al. (1983) Organizational citizenship behaviours

- Simplifies the societal machinery and enhances adaptability that enables the firm to face and adapt the unanticipated situations.
- OCB is person's endeavour that is neither formally enforced nor assessed by the manager but will be noted and will influence the subjective evaluations of a workers.

Bolino and Turnley (2003) insists that Organizational Citizenship Behaviour refers to

- Practices that are not a part of specialized skills but rather are fundamental for fulfilling the activities at work.
- Practices that put up the additional or extraordinary errands or exercises that workers need to perform to make the organizations successful.

1.7. Significance and Importance of Organizational Citizenship Behavior:

Literature has both empirically and theoretically proven time and again that organizational citizenship behaviour of employees have always helped organisations to-

- sustain even the worst challenges and situations,
- Tackle competition,
- Build a healthy and strong culture within the organizations and
- Enhance performance. (Bolino, Klotz, Turnley, & Harvey, 2013)
- OCB has a positive impact on employee performance and wellbeing, and this in turn has noticeable flow-on effects on the organization.

There is empirical evidence for the widely-held belief that satisfied workers perform better. The Workers' behaviors like being cooperative with their superiors and colleagues, willing to make compromises and sacrifices and are 'easier to work with', who 'help out with the extra little things' without complaining—are all embraced within OCB.

OCB is linked to lower rates of employee turnover and absenteeism, but on the organizational level increased productivity, efficiency and customer satisfaction, as well as reduced costs, have also been observed (N. P. Podsakoff, Whiting, Podsakoff, & Blume, 2009).

Organ et al. (2005) stated the benefits of OCB as a tool to:

- Enhance productivity (helping new co-workers; helping colleagues meet deadlines)
- Free up resources (autonomous, cooperative employees give managers more time to clear their work; helpful behavior facilitates cohesiveness (as part of group maintenance behavior).)
- Attract and retain good employees (through creating and maintaining a friendly, supportive working environment and a sense of belonging)
- Create social capital (better communication and stronger networks facilitate accurate information transfer and improve efficiency).

1.8. Linking of the Concept:

Organizational Behavior:

The construct of Organizational Citizenship Behaviour originates from academic discipline of organizational behavior, which is the study of human resources or workforce

within organizational settings. It involves the understanding of employees, prediction of their behaviors and how to control the human behavior in favor of the organization.

Organizational behavior is defined as “an understanding of the behavior of people, the process of management, the organizational context in which the process of management takes place, organizational processes and the execution of work and interactions with the external environment of which the organization is a part.” (Mullins, 1999)

So understanding the Individual, Group and Organizational Behaviors would help the organizations to succeed. The Behaviors can be within the scope of organizationally defined behaviors or employee’s own standards to keep the promise of the organization, both are extremely important and matter to the organization.

1.9. Theoretical Foundation of Organizational Citizenship Behavior:

Organizational Citizenship Behaviour has its roots in Social exchange theory, which is one of the very important conceptual models in the literature of organizational behavior (Cropanzano & Mitchell, 2005).

Organ (1988) propounded that manager’s fair-mindedness leads to citizenship behavior because of the social exchange affiliation developed between both. Blau (1964) discriminated between social and financial exchanges and suggested that social exchange relates to relations that involve indefinite future obligations as the exact value of exchange cannot be determined for social behaviors as done in financial terms. Social exchange is based on the trust between parties that each party will discharge the future obligations fairly (Holmes, 1981).

Konovsky and Pugh (1994) argue that the exchange mutual trust and fairness in manager- subordinate relationship leads to organizational citizenship behavior. (Konovsky & Pugh, 1994)

1.10 Variables Considered for Organizational Citizenship Behavior:

The factors used to quantify organizational citizenship behavior are from the five factor model given by Organ (1988). The five dimensions include Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship.

Altruism

Altruism denotes a form of motivation for helping others. Some psychologists, economists and biologists express altruism as behavior (example: serving with no intention of incentive) (Batson, 1995).

Altruism includes helping, cheerleading and peacekeeping (Newland, 2012). It is stated as a behavior anticipated to aid a particular individual in face to face conditions (Asha & Jyothi, 2013).

Davoudi (2012) defines altruism as a voluntary behavior that aids an individual employee job -related tasks and challenges. Jahangir, Akbar, and Haq (2004) states that altruism is typically focused towards other people but adds to group.

Courtesy

Davoudi (2012) terms courtesy as an optional presentation of selfless and thoughtful actions that avert work-related complications for others.

Information given to the manager if an individual is late or away from his duty, notifying colleagues of doing some actions that can affect their work in advance are some of the examples of courtesy (Davoudi, 2012).

Jahangir et al. (2004) states that courtesy helps avoid difficulties and enables constructive usage of resources and time. Advance notifications, cues, and sharing right information falls under this category.

Conscientiousness

Ozturk (2011) describes conscientiousness as the employees' inclination to engross in job related activities to a level that is more than usually anticipated level. It may include deliberate actions of creativeness and innovativeness intended to increase organization's effectiveness, offering to accept on additional responsibilities.

It is also explained as a way of doing tasks much beyond minimally necessary requirements. Some examples of such behavior may include arriving at work place before time and leaving late, avoiding lengthy or needless rest breaks at work, being prompt for appointments and meetings, etc. (Davoudi, 2012) .

Conscientiousness enriches the effectiveness of both the organization and the employee. (Jahangir et al., 2004)

1.6.4. Civic Virtue

Civic Virtue signifies a commitment towards the organization and is reflected by the determination to contribute enthusiastically in managing organizational tasks and to work towards the positive interests of organization even at the stake of personal loss (Podsakoff et al., 2000).

It involves deliberate involvement and support in the functions of the organization that are both social and professional in nature (Davoudi, 2012). Civic virtue stimulates the wellbeing of the organization. (Jahangir et al., 2004).

Sportsmanship

Sportsmanship is defined as an individual's behavior that maintains optimistic attitude even in the situations where things go wrong and the individual strives for organization's interests at the cost of personal interests for the success of organization (Podsakoff et al., 2000).

Organ (1990) defines sportsmanship as will to tolerate any foreseeable problems and burdens at work with a positive attitude.

Some examples of such behavior involve refraining from complaining about work related problems like frustrating but not dangerous work surroundings, not considering individual's ideas and suggestions etc. (Davoudi, 2012).

Sportsmanship improves the time expended on productive accomplishments in the business. (Jahangir et al., 2004).

The Dimensions used to measure OCB are shown in Table 1.2.

Table 1.2. Dimensions used to measure OCB

Altruism: being helpful

Courtesy: being polite and courteous; prevent conflict

Conscientiousness: doing more than just the minimum; attention to detail (prevent/minimize error)

Civic Virtue: showing interest and involvement (e.g. keeping up to date) with the organization; defend organizational policies and practices

Sportsmanship: tolerating less-than-ideal conditions; accepting of changes and performs requests without complaints

Source: (Zhang, 2011)

1.11. Personality Factors:

Definition of Personality

American Psychological Association (APA), defines personality as “individual differences in characteristic patterns of thinking, feeling and behaving” (Definition). It refers to a set of unique and relatively stable internal and external traits and behaviours that characterise the individuals (Aswathappa & Reddy, 2009; Greenberg & Baron, 2008; Schermerhorn, Hunt, Osborn, & Osborn, 2004).

Role of Personality in Organizational Context

It is important to understand different personalities of individuals in an organisational context as it affects perceptions, attitudes, behaviour, human relations and reprisal of employees at work. Employees with similar personalities work well together as teams and produce better job performance (Aswathappa & Reddy, 2009; Melewar et al., 2012).

Organisations, formally or informally test the personalities of its interviewees during selection process to find a perfect match for job requirements and organisational values (Melewar et al., 2012).

“Differences between individuals on the basis of Personality or gender can be a source of developing creativity or the root of conflict, frustration or inevitable organizational problems. It is one of the tasks of management to recognize individual potential and harness talent to achieve organizational goals. Managers need to be aware of individual differences. Personality is the heart of individual differences” (Mullins, 1999)

“Personality is the glitter that sends your little gleam across the footlights and the orchestra pit into that big black space where the audience is” (Greenberg & Baron, 2008). It is “unique and relatively stable pattern of behavior, thoughts and emotions shown by the individuals” (Greenberg & Baron, 2008). It “represents the overall profile or combination of characteristics that capture the unique nature of person as that person reacts and interacts with others (Schermerhorn et al., 2004).

Selecting the right candidate for the position who matches the job profile would solve the problem of day to day monitoring and controlling, thus increasing organizational output.

The right match for the job should not only be in skills and technicalities but managers should also realize the importance of individual's personality and attitudinal make up (Mullins, 1999).

Personality traits are relatively enduring and stable pattern of behaviors, thoughts and feelings that differentiate individuals from one another. They can be observed and worked on by the managers to achieve organizational success. (Roberts, 2006).

1.12. Significance and Importance of Personality Factors:

The importance of personality and how it complements an organization, varies by role and industry. For managers and business leaders, having the ability to motivate and encourage colleagues while also understanding their shortcomings, Personality factors are critical to an organization's success. For employers, having the ability to communicate effectively with staff and remain flexible toward change, these factors are imperative to drive an organization forward. In both instances, a manager's ability to build and sustain relationships with colleagues is integral to the organization's success. More often, personality dictates how one is able to build and sustain such relationships, and is thus an important element to any organization. (Argyris, 1974)

1.13. Historical Foundation of Personality Factors:

John, Angleitner, and Ostendorf (1988) stated that the logical studies to shape personality started after McDougall (1932) notion, though German studies like Klages (1926) and Baumgarten (1933) were found before McDougall (1932). Klages (1926) advised that an in-depth exploration of Language will help in understanding personality. This idea encouraged

Baumgarten (1933) to scrutinize Personality words generally used in the German. (Digman, 1990)

Though the studies of Baumgarten (1933) did not make a significant impact on German psychology, but it influenced Allport and Odbert (1936) to carry out the investigation of Language the triggered the world of personality research (John et al., 1988). The studies started with works of Cattell system that is based on factor analytic investigations. (Cattell, 1943, 1946, 1947, 1948). This system was complex with sixteen primary variables and eight second order variables (Cattell, Eber, & Tatsuoka). Banks (1948) presented an alternate and comparatively easier analysis of Cattell's relationships. (Digman, 1990)

Studies to reproduce the initial rating investigations of Cattell started with the sensibly designed work of Fiske (1949). E. Tupes (1957) from American Air Force attempted to envisage officer's efficiency and subsequently E. C. Tupes and Christal (1961) stated thirty Cattell bipolar scales. E. C. Tupes and Christal (1961) reanalyzed Cattell's studies and Fiske's relationships, discovering all the studies in good terms with five factors, surgency, agreeableness, dependability, emotional stability and culture. Unfortunately, the study of Tupes and Christal (1961) was printed in an inaccessible Air Force report and was unknown to researchers in personality and Cattell and Eysenck led the personality research. (Digman, 1990)

The literature followed with the works of Norman (1963), Borgatta (1964), G. M. Smith (1967) and Wiggins, Blackburn, and Richard Hackman (1969) found evidence for only five factors and Big Five Factors were generated after 40 years of research. (Digman, 1990)

These factors do not characterize from any theoretical perspective but were resulted from natural language term analyses. (John & Srivastava, 1999)

1.14. Theoretical Foundation of Personality Factors:

There are several theories of personality. They are classified as type theories, trait theory, psychoanalytic theory, social learning theory and humanistic approach. A brief description of each follows.

Type Theories:

According to type theories, people are grouped into identifiable categories. One basis for classifying personalities is the structure of the body. Kretschmer and Sheldon are credited with this classification. In type theories, a relationship was sought to be established between features and face or body and personality.

Although a person's physique may have some influence on personality, the relationship is much more subtle than this sort of classification implies. Thus, this classification of personalities on the physical basis is subjective. Type theories are simple and popular but carry no substance.

Another basis to type personalities is psychological factors. One of Freud's pupils, the Swiss psychologist Carl Jung (1964), divided all personalities into introverts and extroverts. These terms are normally associated with an individual's sociability and interpersonal orientation.

Typing personalities on psychological factors, though looks simple, serves not much of a purpose, as many people fall between the two extremes.

Type theories are simple as they are based on physical attributes or psychological factors for categorization of personalities. But the theories fail to reveal all complexities of a personality.

Trait Theory:

A personality trait is understood as being an enduring attribute of a person that appears consistently in a variety of situations. A trait differentiates one from another in a relatively permanent or consistent way. A trait of the individual is abstracted from his behavior, and serves as useful 'unit of analysis' to understand personality.

Unlike typologists, trait theories assume that a personality can be described by its position on a number of continuous dimensions or scales, each of which represent a trait. Thus an individual can be rated on a scale of intelligence, emotional stability, aggressiveness, creativity or any number of other dimensions.

Trait theory is an improvement over the type theories. The type theories unrealistically attempt to place personality into discrete, discontinuous categories while the trait theory gives recognition to the continuity of personalities. The theory has also contributed to personality rating and factor analysis techniques in behavioral science.

Psychoanalytic Theory:

Psychoanalytic Theory owes its origin to Sigmund Freud. Freud likened the mind to an iceberg – only a small segment of which protruded above the surface of the water. This small portion of the mind represents conscious experience, while the much larger mass below the water level represents the unconscious – a storehouse of impulses, passions and primitive instincts that affect our thoughts and behavior. It was this unconscious portion that Freud wanted to explore, and he did so by the method of free association, including the recall of dreams and early childhood memories, Freud sought to identify the basic determinants of personality.

Freud saw that personality as being composed of three elements – id, ego and superego. This tripartite division of personality is known as the structural model of mental life.

The psychoanalytic theory is an improvement over the trait theories. Trait theories try to find the stable dimensions of personality by studying groups of people and much of their data is obtained from self-reports – what the individual says about himself or herself. In contrast, psychoanalytic theory is based on in-depth study of individual personalities.

Social Learning Theory:

Much of the human behavior is either learnt or modified by learning. Through learning, one acquires knowledge, language, attitudes, values, manual skills. Fears, personality traits and self-insight. Therefore, a study of the process of learning throws more light on understanding human's activities.

There are two ways of learning: learning through reinforcement, direct experience and learning by observing others, also called as vicarious learning. For social learning theorists, the reinforcement is not always necessary for learning. They believe that since an individual can make use of complex symbolic processes to code and store his observations in memory, he can learn by observing the actions of others and by noting the consequences of those actions.

The social learning theories of personality regard a situation as an important determinant of behavior. A person's action in a given situation depends upon the specific characteristics of a situation, the individual's understanding of the situation and the past behavior in similar situations.

The social learning theory focuses on behavior patterns and cognitive activities in relation to the specific conditions that evoke, maintain, or modify them. The emphasis is on what an individual does in a given situation. Some of the personal variables that determine

what an individual will do in a particular situation include competencies, cognitive strategies, outcome expectations, subjective value outcome and self-regulatory systems and plans. All the above variable interact with the conditions of a particular situation to determine what an individual will do in that situation.

Social learning theory has made a major contribution to both clinical psychology and personality theory. It has led us to look more closely at the situation that can modify behavior. Careful application of learning principles has proved very successful in changing maladaptive behavior.

The Humanistic Approach:

The humanistic approach to the study of personality includes a number of theories which, although different in some respects, share a common emphasis on man's potential for self-direction and freedom of choice. They are concerned with the 'self' and the individual's subjective experiences. The theories stress a man's positive nature- his push towards growth and self-actualization. Their emphasis is also on the 'here and now' rather than on events in early childhood that may have shaped the individual's personality. Carl Rogers and Abraham Maslow are credited with the humanistic theory of personality.

1.15 Variables Considered for Personality Factors:

Extraversion

Extraversion refers to an individual's level of comfort with other relationships (Aswathappa & Reddy, 2009). Extroverts are more assertive, talkative, social and open for relationships (Judge et al., 1999).

At work, they are more active, found in leadership roles (Murray R Barrick, 2005; Murray R Barrick, Mount, & Judge, 2001), have many friends (Murray R Barrick, 2005; Judge et al., 1999; Watson & Clark, 1997) and are less self-preoccupied, introspective and dysphoric (Judge et al., 1999).

Agreeableness

Agreeableness reflects the ability of an individual to get along with others (Aswathappa & Reddy, 2009). Individuals who score high on agreeableness are caring, gentle and likeable (Judge et al., 1999).

At work, they perform their best in teams (Murray R Barrick, 2005; Mount, Barrick, & Stewart, 1998), they are goal oriented, they think before they act and they are planned and organised in their tasks (Murray R Barrick, 2005; Judge et al., 1999).

Conscientiousness

Conscientiousness represents the ability to focus on a number of goals at a particular time by an individual (Aswathappa & Reddy, 2009). An individual who scores high on conscientiousness is achievement oriented, self-disciplined, responsible, organised, systematic and careful (Aswathappa & Reddy, 2009; Judge et al., 1999).

At work, the employee would show higher counterproductive work behaviours (Hogan & Ones, 1997; Judge et al., 1999), follows rules (Murray R Barrick, 2005), takes less number of leaves (Judge et al., 1999) and are highly achievement-oriented and committed to work (Costa, McCrae, & Dye, 1991; Judge et al., 1999). This trait is considered as an important determinant of performance at work (Murray R Barrick & Mount, 1991; Judge et al., 1999; Salgado, 1997).

Neuroticism

Neuroticism refers to individuals inability to cope up with stress (Aswathappa & Reddy, 2009). While an emotionally stable person is calm, secure and enthusiastic (Aswathappa & Reddy, 2009; Judge et al., 1999) a neuroticistic is nervous, hostile and depressed (Costa Jr & McCrae, 1988).

At work these individuals are less capable of handling stressful situations, are anxious, vulnerable and impulsive (Costa Jr & McCrae, 1988) and not capable enough of allocating resources efficiently (Murray R Barrick, 2005).

Openness to experience

Openness to experience reflects a person's range of interests (Aswathappa & Reddy, 2009). It explains depth, breadth, complexity and originality of a person's experiential and mental life (Judge et al., 1999).

An individual scoring high on this trait is creative and is ready to adapt change (Murray R Barrick, 2005; George & Zhou, 2001; LePine, Colquitt, & Erez, 2000). At work, these employees will accept changes easily and would be more creative, innovative, curious, original, polished, artistic and intellectual individuals (Murray R Barrick, 2005).

1.16. Conclusion:

The above chapter presented a detailed discussion on

- The constructs used for the study,
- the significance of the constructs,

- the historical and theoretical background of the constructs and
- The variables of the constructs used for the study.

The constructs used for the study are:

Internal branding, a set of strategic processes that empower employees to deliver customer experience in a consistent fashion. It promotes brand inside the company and aligns employee by endorsing the corporate brand inside an organization. It helps employees in delivering brand promises made by an organizations to create certain value to the customer for their ultimate satisfaction and an everlasting experience.

Organizational citizenship behavior, an organization's ability to elicit employee behavior that goes above and beyond the call of the duty can be a key asset and one that is difficult for competitors to imitate. The determinants of organizational behavior are altruism, conscientiousness sportsmanship, courtesy and civic virtue.

Personality, defined as a unique and relatively stable pattern of behavior, thoughts and emotions shown by the individuals. It represents the overall profile or combination of characteristics that capture the unique nature of person as that person responds and interacts with others. The Big Five Personality traits can be classified as openness to experience, conscientiousness, agreeableness and emotional stability.

CHAPTER 2

2. A. LITERATURE REVIEW

2. B. INDUSTRY AND COMPANY ANALYSIS

2. A. LITERATURE REVIEW

This section documents the literature which underlines the work of other researchers and academicians in this field. This section is presented in three parts, keeping in line the association of the variables of in the study.

- A. Internal Brand Management.
- B. Organizational Citizenship Behavior.
- C. Personality and Big Five Personality Factors.

2.1. Internal Brand Management

Du Preez (2017) advanced to the body of knowledge, the organizational practices of internal branding. The study was conducted on five large financial service organizations in South Africa focusing on how organizations implement internal branding practices and what are their success factors and challenges encountered and identifying the key themes.

Du Preez, Bendixen, and Abratt (2017) offered a model for the outcomes of internal branding linked to brand commitment, citizenship behavior and intention to stay through job satisfaction using the existing literature and responses collected from respondents of financial service firms, Telecommunication Company of South Africa and respondents of grocery chain in U.S.A. All the responses were collected from employee working at customer touch points. The findings led to some surprising results where one of the major finding being that brand proselytization was not found to be a factor of brand citizenship behavior. The results also indicated that internal brand management and brand citizenship behavior are contextual which implies that there is no universal measure for these constructs and can be developed in future research.

Bravo, Buil, Chernatony, and Martínez (2017) proposes that efficient management of brand identity can upsurge employee identification. It discovers how the different factors of brand identity impact employees' attitudinal and behavioral comebacks. An empirical study was conducted using a sample of 297 employees in the financial services sector of United Kingdom. Results also indicate organizational identification explains job satisfaction, brand citizenship behavior and word of mouth. These authors also highlight the significance of brand identity management to nurture positive attitudes and actions of employees.

Yu, Asaad, Yen, and Gupta (2016) extend the literature of internal brand management in the perspective of higher education employees in UK universities. The study employed a quantitative methodology by presenting a conceptual model and testing it on 235 employees. Internal market orientation (IMO) is studied as a tool to drive employees' brand commitment heading for the brand supportive behavior. The results revealed that universities with greater level of IMO achieve better in their internal branding.

Tuominen, Hirvonen, Reijonen, and Laukkanen (2016) observes whether internal branding affects financial performance in the service companies. Data was collected from 124 respondents in Finnish service companies. The results revealed that internal branding is indirectly affecting brand performance and market performance but is not affecting financial performance.

Choo and James (2016) advocated importance of internal branding in tourism sector where customers' experience is shaped by interaction with employees and local customers. Authors considers tourism sector unique as the visitors encounter not only employees but also the local population. From the internal marketing perspective, marketers in this sector must also take into account the role of local population. They should understand how to lead local population to have appropriate perception and behavior toward the visitors and also have to encourage local folks to utilize and partake in tourism and leisure activities to make tourism segment further salient for tourism destinations. The participation of local public in tourism is indeed crucial, but not yet been reconnoitered in research.

Altekar, Dwivedi, and Vashisht (2016) predicts the need to provide more attention to internal brand building process. Authors suggest internal brand building process as a process of enlightening employees about goals, message, position and brand promise enabling them to trust and feel passionate about the brand to develop most powerful vocal brand guardians, brand advocates and brand champions.

Piehler, Hanisch, and Burmann (2015) observes that, to accomplish consistency in the times of 'Web 2.0' all social media and brand touch points companies need to transfigure their marketing function to embrace internal branding. Numerous internal branding tools may be adopted to attain the preferred outcomes.

Ozcelik (2015) contends the need of development of innovative practices and policies to attract, retain and develop the internal customers of the organizations who are young, dynamic and constantly changing. The author points out that, in this era of competitive environment ultimate customer experience is the vital driver of performance in organizations. Thus organizations have to craft a positive image about their brand in the minds of their external and internal customers (employees). The participation of the human resources department in helping employees to internalize the identity of their brand at work has been an evolving discipline of study over the last few years. This Study tries to bind the HR – Internal Branding relationship and throws light on the different sources of available literature to understand the characteristics, challenges and work orientations of millennial workforce.

Lohndorf and Diamantopoulos (2014) posited how an employee can be converted into a brand champion in internal branding perspective drawing its lines in social exchange and social identity perspective. The authors tried to examine the link between internal branding outcomes, brand belief, brand knowledge and employee brand fit with perception of employee about organizational support considering organizational identification as a mediating variable. Both Longitudinal and cross-sectional data was collected and analyzed from a leading retail bank. The results revealed that organizational identification plays a major role in motivating the employees to convert into brand champions. The findings also highlight the managerial importance of the employee organizational relationship in transforming employees as brand

champions and demonstrate how organizational identification can be encouraged by internal branding.

Yeboah et al. (2014) steered a case study on banking industry in Ghana and proposed the vital role of internal branding in attracting customers to the banks. A sample of 500 respondents were posed for in-depth interviews, who revealed a positive association between internal branding and brand promise delivery and felt their internally oriented initiatives and their actions are responsible for the success of the brand.

Ozcelik and Fındıklı (2014), in his study has put up the effort to observe the relationship between internal branding and organizational citizenship behavior with the mediating role of person organization fit. The key objective is to understand organizational citizenship behavior and internal branding and to expose the potential association between the two concepts. The findings revealed a significant relationship between internal branding and organizational citizenship behavior and person organization fit did not mediate this relationship.

Asha and Jyothi (2013) lodged a noteworthy resurrection of study in internal branding in past few years. This study tries to examine how internal brand management acts as a significant determinant of the organizational citizenship behavior.

Matanda and Ndubisi (2013) analyses the moderating role of employee-perceived goal congruence between the relationship of internal branding, internal customer orientation, employee attitudes and behavioral intention. The hypotheses was tested with a sample of employees working in sales and customer services department in an Australian retail chain. The findings showed a positive relationship of internal customer orientation and internal branding with employees' perceived person organization fit and employee intention to stay.

Patla and Pandit (2012) predicts the employees' perspective of internal branding practices existing in multinational bank in India. The study reveals that the employees are aware of the management's efforts towards internal branding of the organization. The study

also identified Customer complaints and feedback measures as a part internal branding. The findings also suggested that employees perceived internal branding to be a Top Management' and Marketing Department' and lack of effective communication within the organization was the major obstacle in building an internal brand.

Melewar et al. (2012) assessed the progression of internal brand management (IBM) that makes personnel of an organization to identify themselves with the corporate brand, producing positive behaviors and attitudes, thus developing customer satisfaction. The study concluded that an organization could adopt brand centered HR practices to enable their employees display brand psychological ownership and brand citizenship behavior thus fostering ultimate customer satisfaction. Human resource managers play a vital role in strengthening brand citizenship behavior of an employees by developing their brand psychological ownership.

Balmer, Powell, Punjaisri, and Wilson (2011) insists on the significance of internal branding on employees' commitment, loyalty and brand identification by conducting a qualitative and quantitative study on front line service employees of hotel industry. The paper also warns the management to be aware that the effect of internal branding would also vary with employees' personal variables such as length of service, educational background and age. The satisfaction of employees at workplace determines their behavior and attitudes which in turn impact of internal branding. The authors finally suggest that internal branding should not be seen in isolation and is likely to be effective if the organizational environment is conducive to the workforce and their brand values.

Raj and Jyothi (2011) illustrated the impact of internal brand management on human capital of the organization. The study aimed to design and standardize instruments to measure internal branding from employer and employee perspective. The study revealed that internal branding was associated to organizational factors such as employer brand equity, citizenship behavior, engagement, HR processes, teamwork, leadership, management support, communication and information and OCTAPACE culture.

Abimbola, Lim, Foster, Punjaisri, and Cheng (2010) discovers and determines that the three concepts of branding namely corporate branding, employer branding and internal branding are interrelated to each other. The study also highlights that employer and internal branding plays a vital role in developing and supporting corporate brand building initiatives, despite upholding their distinctiveness.

Morhart, Herzog, and Tomczak (2009) conducted two studies in which the influence of brand specific transactional and transformational leadership on managers to elicit brand-building behavior was analyzed. The study found that both transactional and transformational leaders influence brand-building behavior of their employees. While employees under brand specific transactional leaders were found to have increased turnover intentions and decreased in and extra role brand building behaviors employees under brand specific transformational leaders were found with a decreased turnover intentions and an increased in and extra role brand building behaviors. The results also suggested that affiliation with their work roles as brand reps, competence and employee perception of autonomy mediated the processes and brand specific transactional leadership moderated the effect of brand specific transformational leadership. Study two addressed how manager could learn brand specific transformational leadership through management training.

Khan (2009) examines the process of internal brand management in the organizations and designs a strategy for delivering greater performance. The author insists that when the employees are well treated their performance increases to fullest potential and thus internal branding enables employees to demonstrate a better behavior and increased commitment concerning the brand.

Burmann, Zeplin, and Riley (2009) tested the 'holistic model of internal brand management' empirically. The three concepts of the internal brand management model - brand customer relationship, brand citizenship behavior and brand commitment were tested empirically using 3 data sets of surveys of marketing professionals, employees and customers in 6 industry sectors. The results revealed the degree to which the determinants and their casual links hold. It was observed that the causal relationship between brand citizenship behavior and

brand commitment was statistically validated, while the supposed association between brand strength and brand citizenship behavior could not be proven conclusively as the sample size was small

Cheung, Law, and Kong (2009) proposed a model to assess if organizational citizenship behavior, in role behavior, employee empowerment and employee branding can effect customer perceived service quality in hotel industry to encourage hotels in allocating resources and improving the critical elements that will help them to accomplish the finest outcomes.

Baron et al. (2009) describes empirically that there is a correlation between internal brand management and delivery of employee brand promise and also illustrates the relationships amid the brand identification, brand commitment and brand loyalty providing an understanding of the internal brand management process from the employees' perspective. It was found that internal branding had a positive influence on behavioral and attitudinal aspects of the human resource in delivering their brand promise. It was seen that brand identification led to brand commitment, which paved the way to employee brand loyalty.

King and Grace (2008) predicts the differential effect of the internally oriented initiatives taken by the organization on its employees and its effect on the organizational brand from the employee's perspective. This study provided conception of a concept called brand commitment in employees and also provided a platform for future studies.

Mahnert and Torres (2007) in their study identified twenty five key variables of success and failure in internal branding. These variables were further grouped under seven factors as staff and education, strategy, communication, management, information and organization. The authors further integrated these factors with the existing brand development models and proposed a Consolidated Internal Branding Framework (CIBF) used in planning, executing and evaluating an internal branding program.

Harquail (2007) argued that internal branding is a novel twist on employee brand identity. The author proposes that internal branding intends to boost employee brand identification which is defined as a psychological association between the brand and the employee, to deliver an unobtrusive 'on brand' behavior.

Punjaisri and Wilson (2007) describes the association between the perceptions of employees concerning their roles and the internal branding practices that empower them to accomplish the brand promise. The study revealed that the internal branding tools used by the organizations influenced employee brand attitudes i.e. brand loyalty, brand commitment and brand identification which in turn influence employee service performance.

Henkel, Tomczak, Heitmann, and Herrmann (2007) suggested, the success of the brand can be enriched when the brand promise, that is communicated through promotions of the organization is conveyed by the employees to its customers. It was suggested that the informal management and employee empowerment have a great effect on the brand consistency of employee behavior and thus the managers should inculcate and facilitate behavioral branding creating an environment that fosters employees to discover their specific methods of enunciating a brand to their customers.

Miles and Mangold (2004) developed a conceptual model for employee branding process. The model suggested that the brand image of the employees is motivated by the verbal and nonverbal messages that they receive and process them to using mechanisms within psyches that enables them making some sense of those messages. This model acknowledged different sources of these messages and also defines the influences of those to the internal branding process. Psychological contract was recognized to be a perceptual instrument crucial to the internal branding process. Finally this model postulates the significance of the internal branding process and also defines a feedback loop to enable the managers to monitor the entire process.

2.2. Organizational Citizenship Behavior

Methot, Lepak, Shipp, and Boswell (2017) examined the variants of organizational citizenship behavior over a longer periods of time as individuals tend to constantly craft their identity narratives attributed to experiences that they had in their past, present and future. The authors described a baseline organizational citizenship behavior trend and developed propositions on sense making signs linked it to work episodes and role transitions and thus identified conditions that hinder ongoing flow of good citizens that spark eternal variations to OCB.

Yam, Klotz, He, and Reynolds (2017) reveal that when the employees engross in OCB with a feeling that they are compelled to by the organizational authorities and not willingly, then the feelings generated through such engagement leads to feeling of having gone far above and beyond the call of their duties and will turn the employees to engage themselves in activities of interpersonal and organizational deviance crating an negative impact on the organization.

Vivek (2016) explained the association of OCB and managerial effectiveness. The study was conducted to understand the reasons of failure of present day managers' in achieving effectiveness at work due to the challenges of tough competition, advancing technology, dynamic markets and scarce human resource. It was proven that their existed a relationship between the two variables and thus an individuals' OCB plays a dominant role in the managerial effectiveness.

Ng, Lam, and Feldman (2016) focused on the aspect of gender difference in organizational citizenship behavior and counterproductive work behavior. The results put forward by examining 395 samples of Meta analytic data gathered explained insignificant or frail differences organizational citizenship behavior and counterproductive work behavior.

Lee, Kim, and Kim (2013) explored the impact of complexity, transformational leadership and procedural justice on organizational citizenship behavior and also examined the

association between organizational citizenship behavior and job satisfaction and found that complexity, transformational leadership and procedural justice had a positive impact on employees' organizational citizenship behavior and also that organizational citizenship behavior is positively linked to job satisfaction.

Rayner, Lawton, and Williams (2012) summarized that as public service organizations across the globe are subjected to externally enacted reforms using tools like monetary incentives and performance objectives. The adverse influence of such changes on public service philosophy was always claimed, but was seldom demonstrated. Organizational human resource works beyond their formal role that is labeled as Organizational Citizenship Behavior (OCB), to advance organizational interests. This work tested the relations between public service philosophy and organizational citizenship behavior. It also presented empirical evidence of the capacity of each aspect of this philosophy to predict organizational citizenship behavior.

Davoudi (2012) provided a complete review on OCB by providing its antecedents, dimensions and related concepts. The author described the concept of organizational citizenship behavior and the dimensions of organizational citizenship behavior were introduced in the first part, then the positive effects of organizational citizenship behavior on employees and their organization was described. The author also identified the elements that are accountable for the existence of organizational citizenship behavior suggesting a comprehensive framework showing the affiliation between the precursors of organizational citizenship behavior, organizational citizenship behavior at individual and organizational level performance. The author finally provides insights, for HR managers on human resource practices contributing to individual and organizational performance outcomes.

Al-Zu'bi (2011) endeavored to observe the influence of the five dimensions of organizational citizenship on knowledge sharing in in pharmaceutical industry of Jordanian. The findings suggested that altruism, conscientiousness and sportsmanship showed a greater influence on knowledge sharing than civic virtue and courtesy.

Sevi (2010) cautions the organizations to understand the organizational citizenship behavior gap and advises to cultivate smart organizational citizenship behavior instead of blind organizational citizenship behavior. The authors specifically investigated the influence of helping behavior on a group of individuals where some members of the group withhold the efforts to be put on job. It was observed that when a group of members were withholding efforts, organizational citizenship behavior decreased effectiveness and when some individuals provided put in efforts, organizational citizenship behavior enhanced group performance. So it was found that higher levels of performance is attained when the members of the group are able to understand when organizational citizenship behavior is fitting and appropriate.

Ahmadi, Forouzandeh, and Kahreh (2010) assessed the part of social exchange with its structures, distributive justice and organizational support perceived by the employee on personnel's OCB by focusing on the following questions: "Does social exchange leave effect on citizenship behavior? Are its structures related with citizenship behavior in the same way?" The study was both descriptive and analytic in nature. A survey was conducted on a sample of employees working at data processing organizations with a sample that was carefully drawn using cluster technique. The results indicated that social exchange between the employees played a significant role on OCB and also there existed a relationship between perceived organizational support and OCB. Hence it was suggested that much attention should be paid on employees' perception of social exchange in the organization and articulate plans to make the employees feel that their supervisors and organization are their supporters.

Abu Elanain (2010) examines the effect of one of the 'Big 5' personality trait - openness to experience on OCB dimensions and further investigate the mediating effect of interactional justice and Work Locus of Control on openness to experience and organizational citizenship behavior relationship. A sample was drawn from individuals working different service sector organizations in UAE. The findings suggested that openness to experience significantly correlated with organizational citizenship behavior dimensions that was found to be contrary to western literature and interactional justice and Work Locus of Control mediated the relationship between openness to experience and organizational citizenship behavior. The study also emphasized the importance of managers working in service sector organizations in

UAE to provide adequate interactional justice to enhance the effect of openness to experience on the dimensions of OCB.

Li, Liang, and Crant (2010) scrutinizes the relationship between Proactive Personality in Job Satisfaction and OCB considering Procedural Justice Climate as contextual moderator and Leader Member Exchange as a mediator. The study was conducted on a sample drawn from fifty four work groups in china. The results suggested that individuals with proactive personality were found to be forming a unusual exchange relationship with their managers and thus the quality of leader member exchange was related with higher job satisfaction and greater OCB. It was even observed that the association between Proactive Personality and OCB is moderated positively by Procedural Justice Climate in the group.

Kumar and Bakshi (2009) proposed to design an instrument for Indian culture to measure OCB. The process of their scale design involved three stages broadly, generation of item, development of scale and reliability & validity assessment. Permanent personnel working at various service sector organizations partook in this work to design an instrument that will aid the researchers and practitioners to measure OCB.

Turnipseed and Rassuli (2005) observed the empirical relationship between organizational citizenship behavior and performance. The authors argued that supervisors and their personnel possess difference in perceptions of organizational citizenship behavior and that the 'best' performing workforces will have greater levels of organizational citizenship behavior compared to worst performers. The sample selected consisted of unionized employees and their supervisors who were examined on perceptions of organizational citizenship behavior and the extent of organizational citizenship behavior performance relationships with in both hierarchical levels, i.e., supervisors and their employees. The results suggested pragmatic and novel implications of the organizational citizenship behavior, including supervisory clarification of extra vs. expected behaviors, a systematic evaluation of job descriptions, and improving organizational citizenship behavior by giving rewards.

Jahangir, Akbar, and Haq (2004) investigated the antecedents of organizational citizenship behavior by thoroughly exploring the various definitions of organizational citizenship behavior and examining its dimensions. The study identified numerous antecedents that when known to the supervisors would be able to stimulate organizational citizenship behavior amongst their workforce for improved performance.

Bolino and Turnley (2003) provided an outline of the aspects that produce organizational citizenship behaviors. The authors tried to examine in this study on how an organization can cultivate practices that would foster employee citizenship and also explained how to monitor and manage citizenship behaviors to enable the managers enhance organizational and employee performance.

Coyle-Shapiro (2002) observed the impact of the Psychological Contract framework to understand organizational citizenship behavior. A survey was conducted to collect data from three points for measurement for a time period of three years from four hundred and eighty employees working public sector organizations. Perceived Contract Breach was separated into two components namely Inducements and Perceived Employer Obligations. The findings suggested that Perceived Employer Obligations described unique variance in functional participation, advocacy and helping – the three aspects of OCB and the other aspects were accounted in Perceived Employer Inducements. Employee approval of the norm of Reciprocity moderated the link between inducements and dimensions of functional participation and advocacy. Employee trust in their company moderated the association between Perceived obligations by the employer and the dimensions of functional participation and advocacy. It was seen that conflicting the hypothesis framed, interactional or procedural justice has no moderating association between inducements and organizational citizenship behaviors.

Podsakoff, MacKenzie, Paine, and Bachrach (2000) pointed out that the fast progression of research in the domain of OCB has created certain conceptual confusion related to the nature of OCB making it challenging to carry on with advances in the domain. Hence, the authors analytically examined the works on OCB and other related constructs. This work thus explored the conceptual resemblances and alterations between the numerous forms of

citizenship behavior dimensions identified earlier in the literature and abridges the experimental findings of the precursors and consequences of organizational citizenship behavior. This study also had identified several thought-provoking advices for future research.

Organ (1997) maintained that it not any more rewarding to regard organizational citizenship behavior as beyond the contract or extra role performance that is not recognized by the formal organizational system. In this work the author offered recommendations for re-positioning and articulation of organizational citizenship behavior construct.

Organ and Lingl (1995) points out that the Big five personality traits - conscientiousness and agreeableness accounted for significant variance in Job satisfaction and also conscientiousness accounted for significant variance in one of the dimensions of organizational citizenship behavior. The sample was drawn from ninety nine employees from the United States and the United Kingdom. The findings also suggested that job satisfaction accounted for significant variance in organizational citizenship behavior which was not clarified by either of the personality traits used for the study and also there was no evidence that established the differences in moderated or main effects in the U.S. and U.K. samples.

Konovsky and Pugh (1994) developed and empirically examined the social exchange model of OCB. The authors speculate that the trust of the employee in a manager is propounded to mediate the association between Procedural fairness in the manager's decision making and citizenship of the employee. Data was collected from four hundred and seventy five employees working in the hospitals and their managers.

Van Dyne, Graham, and Dienesch (1994) notes that OCB in political philosophy is conceptualized as civic citizenship. This theoretical foundation was used by the authors to develop fundamental categories of organizational citizenship behavior to recommend its possible antecedents. The authors also proposed a new instrument for the measurement of OCB based on their study which was validated with a sample of nine hundred and fifty individuals working in diverse occupational and organizational contexts.

Podsakoff, MacKenzie, Moorman, and Fetter (1990) predicts the influence of behavior of transformational- leader on OCB and followers 'trust and satisfaction mediating the process. The outcomes indicated that there is an indirect effect of the transformational leader behavior on OCB and the relationship is mediated by subordinates' trust in the leaders.

Organ (1988) points out why some of the individuals willingly support or assist other workmen in the organizations, endorsing their employer's excellence with neither explicit nor implicit promise of recognition or reward for the behavior and states that this demeanor is acknowledged as organizational citizenship behavior. The author defines this intricate phenomenon as a vital dimension of individual behavior at workplace. The author also describes that this behavior can be characterized by courtesy, sportsmanship, conscientiousness and altruism and stated that though at a particular instance any one of these dimensions may not seem to be significant but the aggregate of this discretionary behavior has great positive impact on organizational effectiveness and operations.

Smith, Organ, and Near (1983) concedes that a type of performance called - citizenship behavior is essential at work place and cannot be elucidated by the inducements that persuade employees in entry, conformity and high production. This study was conducted on employees and their managers of select banks. The data revealed that citizenship behavior included minimum two dimensions namely, altruism and generalized compliance.

2.3. Personality Factors

Jonason and O'Connor (2017) tried to understand the link between individual personality factors and the tendency to apply shortcuts at work and tested it on gender differences and the nomological networks. The study was conducted on independent samples of Australians and Americans. It was observed that men were more likely to cut corners or to apply shortcuts at work than women and it was entirely a job of individual differences in conscientious, machiavellianism and psychopathy. It was also realized that several other personality traits also accounted for differences in the affinity to apply short cuts, which

suggests that people with this inclination may be not forward-thinking, impulsive, selfish, and morally compromised. The authors further focused on the harmful penalties of applying shortcuts at work and the significance of human resource practices that addresses the effect of having such individuals at work.

Conte, Heffner, Roesch, and Aasen (2017) finds the associations amongst individual personality, employee turnover and individual performance using Person centered approach and Latent profile analysis. The outcomes disclosed that the classes developed using the above approach and Latent profile analysis projected a significant difference on work outcomes such as individual performance ratings and employee turnover.

Van der Linden, Pelt, Dunkel, and Born (2017) advocated a noteworthy use of personality research is in the territory of human resource selection. The authors state that, the key question is to which degree individual personality can anticipate how well a prospective employee will perform at work. Most researchers around there recognize that individual personality has can predict job performance and thus assessment of personality is integrated in selection process in numerous organizations.

Ion, Mindu, and Gorbănescu (2017) advanced the literature by developing a newer construct called Grit. Its development prompted an increase of studies propelling Grit as a critical indicator of different positive results. Up until this point, little consideration has been paid to testing its pertinence for different business related results. The authors unwound Grit's validity in anticipating a number of work-pertinent outcomes such as job satisfaction, counterproductive behaviors at work, in role performance and OCB over the Five Factor model of personality. These constructs were surveyed on a sample of one hundred and seventy employees and it was found that Grit did not possess significant predictive validity over the Five Factor model of personality in anticipating the central results. Therefore, its utility in the work environment has to be treated with caution. The authors concluded that more research ought to be directed before utilizing concept of Grit in employee selection and also on any other aspect of employee performance or work satisfaction.

Wihler, Meurs, Wiesmann, Troll, and Blickle (2017) claim that socio analytic and trait activation theories prove the relationship between individual personality and work performance. The authors contend that extraversion should be intuitively consolidated with both socio analytic and trait activation theory to show the impact on work performance. In particular, the point of the review was to inspect extraversion's relationship with work performance when linked with social competency and context. The outcomes exhibit that the three-way collaboration (i.e., climate for initiative \times social competency \times extraversion) has a noteworthy association with adaptive performance, to such an extent that the extraversion–performance affiliation is fortified when both climate for initiative and social competency are increased. The authors propose that personality researchers ought to consider both trait activation and socio analytic perspectives when exploring performance prediction.

Prewett, Brown, Goswami, and Christiansen (2016) illustrates the impact of Team-Personality Composition on Individual-Level Performance. The results revealed significant evidence that Team- member Personality can effect work performance through contextually.

Akhtar, Boustani, Tsivrikos, and Chamorro-Premuzic (2015) points out that work engagement is a basic predecessor of numerous outcomes such as OCB and employee productivity. In spite of the fact that is characterized as a state, late research has implied at potential individual contrasts in engagement, implying that representatives vary in their propensities to draw in at work. This review examined the impacts of the ‘Big Five’ Personality traits, Trait emotional intelligence, and work specific personality on work engagement among a data set of one thousand fifty working grown-ups. The findings recognized trait emotional intelligence, Openness to Experience, Interpersonal Sensitivity, Ambition, Extraversion, Adjustment, and Conscientiousness as indicators of engagement. Trait emotional intelligence anticipated work engagement far beyond personality.

Aghaz and Hashemi (2014) comments that motivation behind this study was to examine the impact of Personality Traits on the extended model of Organizational Identification and to empirically report the accompanying inquiry - can personality traits clarify why a few people recognize themselves strongly with their organization more than others? The data was collected

from employees working at Iranian Ministry of Science, Research and Technology. The outcomes showed that there were noteworthy constructive connection amongst Personality and Organizational Identification and critical adverse relationship among Personality, Dis-identification and Neutral identification and no connection amongst Personality and Ambivalent identification. It was likewise found that extremely Extrovert personnel with Agreeableness trait related to their organization more than with neuroticism characteristic trait.

Jenkins, Reysen, and Katzarska-Miller (2012) inspected the connection between group identification with Big Five personality dimensions and five social identities. Social identity viewpoint proposes that groups have particular and compartmentalized arrangements of behaviors, beliefs, norms, and values. The authors proposed and discovered strong proof of the idea that personality can be abstracted as another segment of the groups ' element. The authors demonstrated that the connection between in group identification and personality varied by group. The consequences of the study provided a novel suggestion in relatively unexplored zone of personality and social identity research.

Le et al. (2011) notes that the connections between personality traits and performance are regularly thought to be direct. This suspicion has been tested adroitly and experimentally, however results to date have been uncertain. The authors adopted a hypothesis driven strategy in deliberately tending to this issue. Outcomes bring about in light of two unique specimens for the most part bolstered our desires of the curvilinear connections between personality traits, and job performance dimensions. It was additionally theorized and found that job complexity nature directed the curvilinear personality - performance connections. The finding also recommended that higher levels of the two personality attributes inspected were more useful for performance in higher than low complexity jobs. The authors finished up by pointing out about the ramifications of these findings for the utilization of personality in staff choice.

Mukherjee, Malhotra, Sawyerr, Srinivas, and Wang (2009) has demonstrated an association between personality dimensions and work performance utilizing service performance and also to understand the part of emotional- exhaustion in the above relationship in the perspective of call center work environment. The data was collected by a structured

questionnaire and a sample of one hundred and ninety four employees and supervisors working in call center of five companies in insurance and telecommunications sectors was collected. Results proved that with an exception of extraversion, all other personality factors of 'Big 5' factors and locus of control were all significantly correlated to the performance measures and emotional- exhaustion has a mediating relationship between Emotional stability and Locus of Control and intending to turnover.

Parks and Guay (2009) in their work, surveyed the concepts of individual personality and their values, clearing up how they are connected and how they are different and then they are observed how they are related to motivation. The authors proposed a model in which individual personality and their values impact motivation by means of the motivational procedures of goal content and striving.

Judge, Klinger, Simon, and Yang (2008) addressed and evaluated two contemporary reactions of individual personality research in OB i.e., (a) validities are little and (b) faking undermines the convenience of individual personality inventories in business settings. The authors considers the impacts of the 'Big Five personality traits on the listed work outcomes: conflict and negotiation, workplace accidents, counterproductive workplace behaviors, team effectiveness, stress, adaptability and coping, power, politics and influence, leadership, job attitudes, work motivation, job performance.

Ones, Dilchert, Viswesvaran, and Judge (2007) condensed hundreds of meta-analysis investigations on (a) the ideal and unit weighted Multiple correlations between 'Big Five' personality factors and individual behaviors in organizations (b) generalizable bivariate connections of conscientiousness and its features with work performance (c) the validity of compound Personality measures; and (d) the incremental validity of Personality measures over Cognitive ability.

Roberts (2006) served to coordinate personality research and organizational behavior. The author initially depicted a basic model of personality that consolidates narratives, abilities,

motives and traits with social roles and then portrays basic patterns of progression and change in individual's personality and how this may be pertinent to organizational behavior and finally describes 'ASTMA model' of person i.e., attraction, selection, transformation, manipulation, and attrition model which depicts the essential exchanges amongst Personality and Organizational Experiences encountered over the life course. The objective of the study was to fabricate a scaffold between present day Personality Psychology and OB, with the end goal that the two fields can better illuminate each other.

Donnellan, Oswald, Baird, and Lucas (2006) developed and validated thru five studies 'The Mini-IPIP measure' which is a twenty item short measure taken from the fifty item Goldberg's 'International Personality Item Pool'. This scale had four items for each 'Big Five' trait and was found to have acceptable and consistent internal consistencies across 5 studies. Furthermore, the 'Mini-IPIP' measure displayed a similar pattern of Convergent, Discriminant, and Criterion related validity with other 'Big Five' measures. By and large, the outcomes showed that the 'Mini-IPIP' measure is a psychometrically worthy and helpful short measure of the 'Big Five' traits of personality.

Barrick (2005) argued that though critics of personality research do not trust the personality traits make an impact on job performance, this thought appears to be doubtful in view both, the discoveries from seven different research streams checked on before and on empirical grounds too. The truth is that individual's behavior at work is multifaceted and understanding the connection between personality traits and job performance is challenging. Personality dimensions are enduring forces that effect individual behavior and all the mediating and moderating dimensions must be considered adequately to explain the influence of personality on behavior. Thus, the author points out to stay idealistic that the personality traits do make a difference at work, and foresee that personality traits will increasingly be seen as an imperative indicator of job performance.

Hogan and Holland (2003) utilized socio analytic theory to comprehend variances in individual's performance at work. The authors suggested that in particular, if indicators and

criteria are associated using theory then the Meta analytic validity of personality dimensions surpasses that of a-theoretical approaches.

Perrewe and Spector (2002) examined various personality dimensions that incorporate the Five Factor Model, Locus of Control, Type- A behavior pattern, Self-Efficacy and Negative Affectivity. The authors also inspected various promising dimensions of personality that acquired less consideration in the organizational sciences. The authors explored in these ranges and offered proposals for practice and future research

Judge, Higgins, Thoresen, and Barrick (1999) researched the relationship 'Big Five and General mental ability with Career success. Career success was claimed to comprise intrinsic success and extrinsic success dimensions. The broad discoveries were that conscientiousness positively anticipated career success (both intrinsic and extrinsic), neuroticism negatively anticipated extrinsic career success and general mental ability decidedly anticipated extrinsic success. Personality was identified with career success guiding for general mental ability.

Mount, Barrick, and Stewart (1998) reported the outcomes of a Meta-analysis that explores how Five Factor model of personality is identified with performance at jobs comprising interpersonal interactions and also examine how those interactions moderate the personality performance relationship. The results of the study suggest that conscientiousness, agreeableness and emotional stability are positively associated to job performance involving interpersonal –interactions and emotional stability and agreeableness are related to job performance that comprise team work.

Salgado (1997) reported three meta-investigations on the connection between 'Big Five' personality factors and job performance utilizing only European specimens. Additionally, the incremental validity of conscientiousness and emotional stability over general mental ability was reported. The outcomes likewise demonstrated that conscientiousness and emotional stability had incremental validity and added to aggregate validity a rate around ten to eleven percent.

Costa Jr and McCrae (1995) portrays conceptual issues in specifying facets of an area and report evidence on the validity of NEO PI R aspect scales. The authors explain that interpretation of a measure regarding the particular aspects with which it associates is represented utilizing elective measures of the Five Factor model and occupational measures and then the hierarchical interpretation of personality factors was discussed.

Saucier (1994) developed for a comprehensive marker set with forty adjectives of big five dimensions called Mini Marker from hundred adjective scale of Goldberg (1992) for ease of use in some assignments. This scale exhibited uncommonly amazing elements for an abridged measure, comprising of five questioners that show, in contrast with the Goldberg (1992) scales, less utilization of troublesome questions, lesser inter scale correlations, and to some degree higher mean inter item correlations, Alpha reliabilities are to some degree lower. A guided format for administering this measure was appended.

Goldberg (1992) investigated new sets of markers for Big-Five factor analysis. An adjective set of hundred unipolar terms that were exceptionally powerful across diverse individuals of peer and self-descriptions were selected and compared with the existing measures in literature with larger number of adjective sets and also with the measures of NEO & HOGAN inventories.

McCrae and John (1992) observed and summarizes the Five Factor personality model as a classified set of personality dimensions in terms of 5 basic factors namely, openness to experience, neuroticism, conscientiousness, agreeableness, and extraversion. Previous works of both theory- based Personality scales and Natural Language Adjectives supported the completeness of the Five Factor model and its utilization across cultures and observers. The authors tried to abridge the historical backdrop of the model and its supporting proof, examines originations of the nature of the components; and discussed a framework and a plan for theorizing the origins and operation of the elements.

2.4. Research Gap

Internal branding literature acknowledges employees' crucial role in building strong brands, yet empirical research on how to turn employees into brand champions remains scarce and has been largely approached from an internal branding perspective (Lohndorf & Diamantopoulos, 2014). Though the importance of role of human resources for the success of organizations, has been realized, like in the works of Burmann et al. (2009), Burmann and Zeplin (2005), Lohndorf and Diamantopoulos (2014), internal branding still remains the domain of marketing experts and the role of human resource managers is still unclear in organizations (Chang, Chiang, & Han, 2012). Internal brand process has rarely addressed the individual personality of the employee, which triggers the mental process of employee (Chang et al., 2012) which leads to brand consistent or inconsistent behaviors and the process of how employees develop commitment, ownership, loyalty and identification towards the organization (brand) which is important for developing a great competitive advantage.

The role of organizational citizenship that not only converts the employees as sellers of the brand but also inculcates empathy and brand voluntary behaviors towards creating greater customer satisfaction was identified in the works of Burmann and Zeplin (2005), Chang et al. (2012). Organizational citizenship behaviors have been identified as one of the important antecedents of internal branding. Yet, it is still to be completely explored

Though literature argues about the role of individual personality influencing job performance and behaviors, it is obvious that any manager would not prefer an extreme introvert, an emotionally unstable, irresponsible, reluctant and rude employee at work. So personality really matters at work and is identified as an antecedent of OCB (Barrick, 2005).

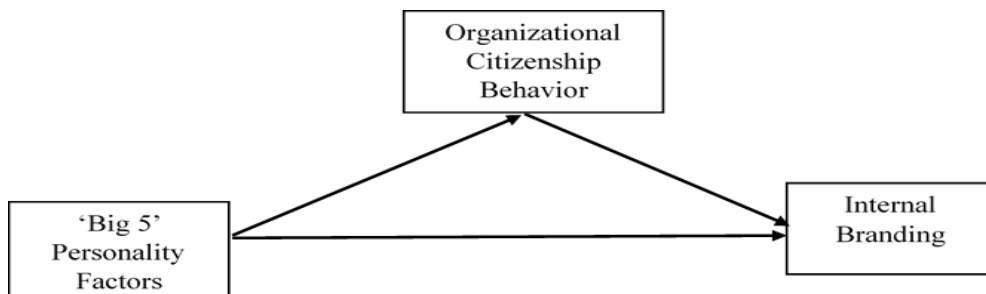
The available literature on internal brand management had a little empirical evidence on the influence of organization citizenship behavior as significant condition under which the relationship with personality factors may lead to additional positive outcomes. Further, the existing literature does not highlight the underlying process of relationship between the above

three constructs. However, it aids in arriving at a conceptual framework to guide the empirical investigation.

2.5. Conceptual Model

The conceptual framework was developed after integrating the concepts formerly acknowledged in the literature of internal branding, organizational citizenship behavior and personality factors. A mediated model was attained to explain the mechanism of personality factors and OCB leading to internal branding. ‘Big 5’ Personality Factors was the independent variable leading to internal branding (dependent variable). Organizational citizenship behavior is the mediating variable which mediates the relationship between ‘Big 5’ Personality Factors and internal branding. Figure 2.1 illustrates the conceptual framework of study.

Figure 2.1: Conceptual Framework of Study



2.6. Research Questions

The following research questions were articulated from the gaps identified for the purpose of the present study:

- What is the relationship between organization citizenship behavior and internal branding in IT organizations in India?
- What is the association between personality factors and organization citizenship behavior in IT organizations in India?
- Does a relationship between personality factors and internal branding exist in IT organizations in India?
- Is organization citizenship behavior mediating the relationship between personality factors and internal branding in IT organizations in India?
- What are the demographic characteristics associated to Internal branding outcomes of IT Sector in Indian context?

The described research gap and research questions which were developed from the examination of literature in Internal Branding needs to be answered with empirical data, so as to offer novel insights in Internal Branding literature and upkeep the future exploration in the related areas.

2. B. INDUSTRY AND COMPANY ANALYSIS

2.7. Indian IT Industry Analysis

India's IT-BPM industry is projected to grow ~8% in FY2017 to USD 154 billion. In light of the very disruptive emerging technologies, the industry is re-imagining itself to become the Digital Solutions Partner for the world NASSCOM (2017).

India is the world's largest sourcing destination, accounting for approximately 55 per cent of the US\$ 146 billion market. The country's cost competitiveness in providing Information Technology (IT) services, which is approximately 3-4 times cheaper than the US, continues to be its Unique Selling Proposition (USP) in the global sourcing market. (IBEF, 2017)

India's highly qualified talent pool of technical graduates is one of the largest in the world and is available at a cost saving of 60-70 per cent to source countries. This large pool of qualified skilled workforce has enabled Indian IT companies to help clients to save US\$ 200 billion in the last five years. (IBEF, 2017)

India's IT industry amounts to 12.3 per cent of the global market, largely due to exports. Export of IT services accounted for 56.12 per cent of total IT exports (including hardware) from India. The Business Process Management (BPM) segment accounted for 23.46 per cent of total IT exports during FY15. The IT-BPM sector is estimated to expand at a CAGR of 9.5 per cent to US\$ 300 billion by 2020. (IBEF, 2017)

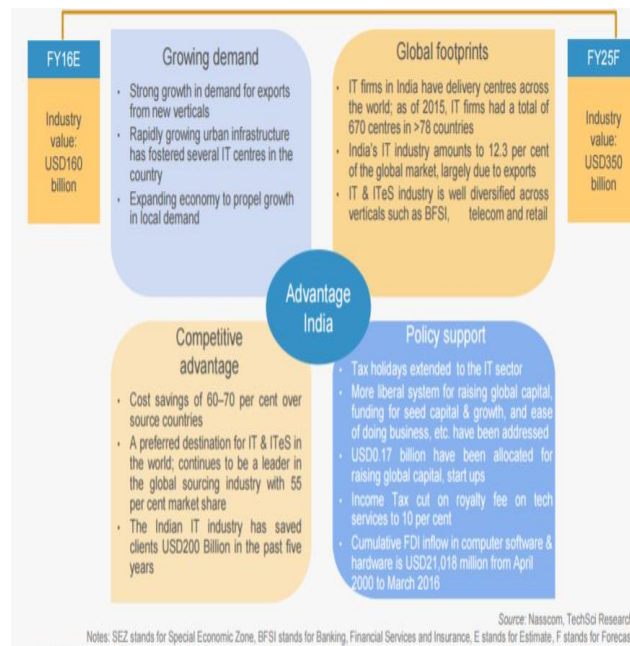
The Government of India has extended tax holidays to the IT sector for software technology parks of India (STPI) and Special Economic Zones (SEZs). Further, the country is providing procedural ease and single window clearance for setting up facilities. (IBEF, 2017)

2.7.1. Advantages in India

There are number of advantages for IT industry India. As per NASSCOM, the main advantages as elaborated in **figure 2.2** are

- Growing Demand
- Competitive advantage
- Global Footprints and Policy Support.

Figure 2.2. Advantage India



Source: (IBEF, 2017)

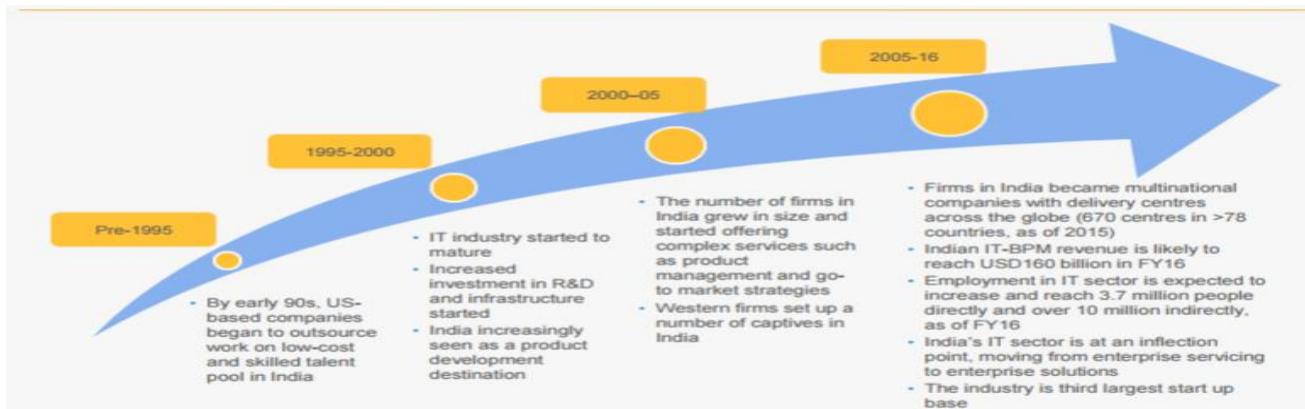
2.7.2. Evolution of IT Industry in India

IT industry evolved in India in before year 1995. It started with United States setting up its companies in India due to availability of semi-skilled low cost labor in India. By late

90's the industry started maturing with increasing investments in Infrastructure and R&D and India was seen as product development destination.

In early years of 2000, the number of captive investments in India increased and the work force started offering more complex services. From the year 2005 to 2016, Indian IT sector has transformed from enterprise service to solution industry and emerged as third largest set up base in the world. A comprehensive pattern of evolution is shown in **figure 2.3**.

Figure 2.3. Evolution of Indian IT And ITES Sector

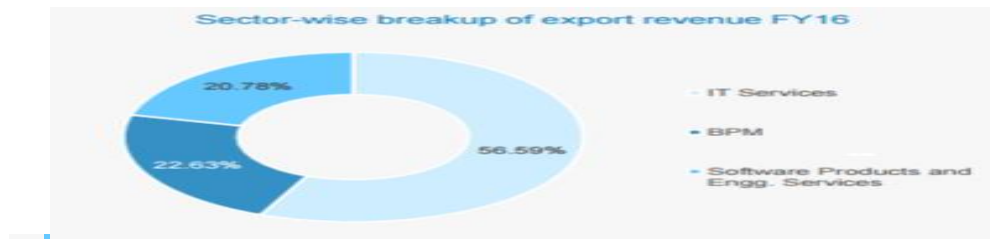


Source: (IBEF, 2017)

2.7.3. Exports

Total exports from IT and ITES Sector are estimated to be USD 108 billion during FY16 despite weak economic global growth with IT services accounting 56.59% and BPM accounting 22.63% of total exports as shown in **figure 2.4**.

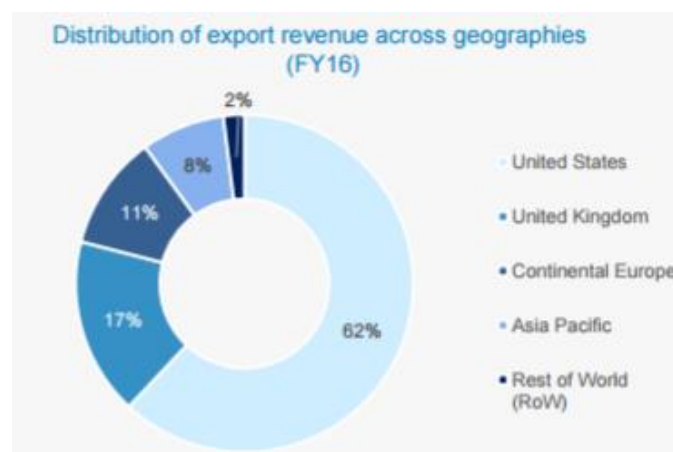
Figure 2.4. Exports



Source: (IBEF, 2017)

US has traditionally been the biggest importer of Indian IT exports; over 62 per cent of Indian IT-BPM exports were absorbed by the US during FY16. Non US-UK countries accounted for just 21% of total Indian IT-BPM exports during FY16. Europe, one of the fast growing IT markets in 2015, is expected to emerge as a potential market as higher inclination towards offshoring firms would increase demand for IT services. Being the low cost exporter of IT services, India is going to attract more markets in other regions in the same manner it tapped US markets. The distribution across geographies is shown in **figure 2.5**.

Figure 2.5. Geographical Distribution



Source: (IBEF, 2017)

2.7.4. Growth Drivers Of Indian IT&ITES Sectors

There are five growth drivers in IT Industry of India as shown in **figure 2.6**.

- **Talent Pool:** Six million graduates are estimated to have been added to India’s talent pool in FY16 and India possesses a strong mix of young and experienced professionals.
- **Domestic Growth:** Increasing adoption of technology and telecom by consumers and focused government initiatives.
- **Infrastructure:** India is increasing robust IT infrastructure across various cities.
- **Policy Support:** Tax holidays are provided for STPI and SEZs in India, more liberal system for raising capital, seed money and ease of doing business have been implemented and in Union Budget 2016-17, the government has made changes in custom & excise duty of IT hardware products.
- **Global Demand:** Global BPM spending estimated to rise by 4.4% and reach USD2.7 billion in 2015.

Figure 2.6. Growth Drivers



Source: (IBEF, 2017)

2.7.5. Future Of IT&ITES Sector In India

- Availability of skilled English speaking workforce has been a Graduates addition to talent pool in India (in millions) major reason behind India's emergence as a global outsourcing hub.
- During FY10-16, number of graduates addition to talent pool in India grew at a CAGR of 8.4 per cent.
- India added more than 6 million graduates to the talent pool during FY16.
- Growing talent pool of India has the ability to drive the R&D and innovation business in the IT-BPM space.
- According to India Hiring Intent Survey 2017, 5 to 10 per cent increase in hiring by BPO/KPO and ITES companies in Karnataka, is anticipated in the coming years.
- About 2 per cent of the industry revenue is spent on training employees in the IT-BPM sector.
- USD1.6 billion is spent annually on training workforce and growing R&D spend.
- Forty per cent of total spend on training is spent on training new employees.
- Numerous firms have forged alliances with leading education institutions to train employees.
- IT-SEZs have been initiated with an aim to create zones that lead to infrastructural development, exports and employment.
- Cost in newer cities is expected to be 28 per cent lower than that in leading cities.
- Lower cost and attrition, affordable real estate and support from local government, such as tax breaks, STPI and SEZ schemes, are facilitating this shift of focus.
- Over 50 cities already have basic infrastructure and human resource to support the global sourcing and business services industry.
- Some cities are expected to emerge as regional hubs supporting domestic companies.

2.8. Company Analysis

Eleven organisations in IT Sector that were listed as top companies in India by NASSCOM for consecutive four years (i.e., from 2011 to 2014), were selected for the study. (Ranking, 2015).

The top five leading players by revenue in FY 16 were TCS, Infosys, Wipro, HCL Tech and Tech Mahindra. The details are furnished in the **figure 2.7**.

Figure 2.7. Leading players by revenue

Company name	Revenue (USD billion)
TCS	16.6
Infosys	9.5
Wipro	7.8
HCL Tech	4.7
Tech Mahindra	4.04

Source: (IBEF, 2017)

2.8.1. Tata Consultancy Services Limited

Established in 1968, Tata Consultancy Services (TCS) is an Information Technology (IT) services, consulting and business solution company. The company provides end to end technology and technology-related services to global enterprises. The company's business is spread across the Americas, Europe, Asia-Pacific, and Middle East and Africa (MEA). (IBEF, 2017; TCS, 2017)

Recent Achievements:

- 2016: Won three Silver Stevies at 14th Annual American Business Awards
- 2015: Gold, Silver and Bronze Stevie® Winner at the American Business Awards
- 2014: Gold and Silver Stevie® Winner at the American Business Awards
- 2013: Won Best Performing Consultancy Brand Award in Europe
- 2013: Received Red Hat North America Awards for System Integrator Partner of the Year

TCS accounts for nearly half of the Indian IT industry's combined market capitalization. During the second quarter of FY 2016-17, the company reported a net profit of USD 989 million, showing a growth of 8.4%. (IBEF, 2017; TCS, 2017)

2.8.2. Infosys Limited

Established in 1981, Infosys Limited is engaged in consulting, engineering, technology and outsourcing services. The company's end-to-end services include consulting and system integration. Infosys operates through 30 offices across India, the US, China, Australia, the UK, Canada and Japan. (IBEF, 2017; Infosys, 2017)

Recent Achievements:

- FY16: Revenue crosses USD9.5 billion
- FY15: Revenue crosses USD8.7 Billion
- 2016: Infosys was recognized with "Corporate Citizen of the Year" at 2015 Economic Times Award
- 2015: Infosys would offer software solutions on Verizon Cloud for the U.S. Bank
- 2015: Infosys completed the implementation of Smart Oilfield Services Solutions for FTS International

- 2014: Infosys secured the “Green Energy Award” and “Gold Award” at the International Ashden Awards Ceremony
- 2013: Ranked first in the annual Euro money Best Managed Companies in Asia survey
- In November 2016, Infosys invested around USD4.89 million in a venture fund, Stellaris Venture Partners, so as to gain access to new and innovative technology offered by upcoming enterprises. (IBEF, 2017; Infosys, 2017)

2.8.3. Wipro Limited

Established in 1945, Wipro Limited is engaged in global information technology, consulting and outsourcing company. Wipro has 170,000 plus workforce serving clients in 175 plus cities across 6 continents. The company posted revenues of \$7.7 Billion for the financial year ended Mar 31, 2016. (WIPRO, 2017)

Recent Achievements:

- 2017: Wipro was recognized as one of the world’s most ethical companies by US-based Ethisphere Institute for the sixth consecutive year.
- 2016: it was ranked 755th on the Forbes Global 2000 list.
- 2015: Wipro won Gold Award for ‘Integrated Security Assurance Service (iSAS)’ under the ‘Vulnerability Assessment, Remediation and Management’ category of the 11th Annual 2015 Info Security PG’s Global Excellence Awards.
- 2015: Wipro won 7 awards, including Best Managed IT Services and Best System Integrator in the CIO Choice Awards 2015, India.
- 2014: Wipro was ranked 52nd among India's most trusted brands according to the Brand Trust Report, a study conducted by Trust Research Advisory.
- 2012: Wipro was ranked 2nd in the Newsweek 2012 Global 500 Green companies.^[91]

- 2012: Wipro received the 'NASSCOM Corporate Award for Excellence in Diversity and Inclusion, 2012', in the category 'Most Effective Implementation of Practices & Technology for Persons with Disabilities.
- 2012: It was awarded the highest rating of Stakeholder Value and Corporate Rating 1 (SVG 1) by ICRA Limited. (WIPRO, 2017)

2.8.4. HCL Technologies Limited

Established in 1991, HCL Technologies Ltd is an IT services company providing enterprise and custom application, business transformation, infrastructure management, business process outsourcing and engineering services. The company's network of 26 offices is spread across the US, Europe and Asia Pacific. (HCL, 2017; IBEF, 2017)

Recent Achievements:

- 2015: Won Golden Peacock Award for Occupational Health & Safety
- 2015: Winner of CII - National Award for Excellence in Energy Management
- 2015: Wins 2 CA Technologies Partner Awards
- 2014: Received Best Governed Company Award from Asian Centre for Corporate Governance & Sustainability
- 2013: Won IT Europa, European IT Excellence Awards and Asia Pacific Enterprise Leadership Award 2013. (HCL, 2017; IBEF, 2017)

2.8.5. Tech Mahindra Limited

Tech Mahindra, established in 1986 is a USD 4.4 billion company with 117,600 plus across 90 countries, helping over 840 global customers including Fortune 500 companies. Its

convergent, digital, design experiences, innovation platforms and reusable assets connect across a number of technologies to deliver tangible business value and experiences to our stakeholders. It is an IT services, Outsourcing and Consulting company.(TechMahendra, 2017)

Recent Achievements:

- 2017: Tech Mahindra receives Oracle Communications “Solutions Business Excellence” Award
- 2016: UK Business Award for Operational Excellence
- 2016: BT India recognizes CP Gurnani as the best CEO of IT and ITES industry
- 2015: National IT Excellence Award
- 2015: Tech Mahendra was a winner of Golden Peacock Risk Management Award.
- 2014: Tech Mahendra wins HYSEA Award for community development and environment sustainability.
- 2013: it features in GS100, 2013 list
- 2013: Wins 2013 supplier award from BASE. (TechMahendra, 2017)

2.8.6. Syntel Limited

Established in 1980, Syntel is a leading global provider of integrated information technology and Knowledge Process solutions spanning the entire lifecycle of business and information systems and processes. The company has almost twenty two thousand employees worldwide and generates a revenue of 966 million dollars. (Syntel, 2017)

Recent Achievements:

- 2015: CRN names SyntBots its #1 “Coolest Managed Services offering Of 2015”.
- 2014: Syntel launches Digital One, a unified suite of Digital Transformation services by leveraging mobility, Big Data analytics, social, cloud and Internet of Things.

- 2013: Syntel opens new facilities in Manila, Philippines and suburban Baltimore, MD
- 2012: Crossed the 21,000 employee mark
- 2011: Named to the IAOP "Global Outsourcing 100" for the fifth consecutive year.
(Syntel, 2017)

2.8.7. Cognizant

Established in 1994 in United States, Cognizant is IT Services, business consulting and outsourcing service provider with digital, technology, consulting, and operations services. The company has more than two lakh employees around the world out of which one lakh fifty thousand employees' work in ten locations of India. It has of 23 delivery centers in US and is spread across the US, Europe and Asia Pacific.(Cognizant, 2017)

Recent Achievements:

- 2016: 230 in Fortune 500
- 2016: Newsweek's Top 100 Green Companies in the U.S.
- 2016: Ranked 529 in Forbes Global 2000
- 2016: Named Among the Forbes' America's Best Management Consulting Firms
- 2016: Named Among the Forbes' 25 Fastest Growing Public Tech Companies
- 2016: Fortune's World's Most Admired Companies
- 2015: Named Among the Forbes' World's Most Innovative Companies of 2015
- 2015: FT Global 500 (Cognizant, 2017)

2.8.8. Capgemini

Established in 1967 in France, Capgemini is IT Services, business consulting, local professional services and outsourcing service provider. The company has almost two lakh employees in forty countries of the world. (Capgemini, 2017)

Recent Achievements:

- 2017: Capgemini Receives Citrix System Integrator Award 2017 for its My Workspace Services
- 2017: Capgemini named a 2017 World's Most Ethical Company® by the Ethisphere Institute for the 5th consecutive year
- 2017: Capgemini receives Partner Award Winners at CONNECT 2017
- 2016: Capgemini University is recipient of the prestigious Brandon Hall Group Excellence Awards 2015
- 2016: The Ethisphere Institute: Capgemini named a 2016 World's Most Ethical Company® for the 4th consecutive year
- 2015: Capgemini Consulting is Awarded “Best Performing Brand” by the Managing Partners’ Forum for Management Excellence 2015
- 2014: Capgemini Receives 2014 Cisco Supplier Quality Award for Delivery Excellence
- 2014: The Ethisphere Institute: World's Most Ethical Company Award Again!
- 2014: Forrester: Forrester Ranks Us as Leader in Latest SAP Services Report
- 2013: IDC MarketScape: Positioned as a Leader for IT services in the EMEA Utilities Market 2013
- 2013: HP: AllianceOne Mission-Critical Computing Partner of the Year Award. (Capgemini, 2017)

2.8.9. Accenture

Accenture was established in 1989 as Andersen Consulting. It is into strategy, consulting, digital, technology and operations services. It has more than four lakh employees in more than 200 cities in 120 countries across 40 industries around the world. Accenture, India had over one and half lakh employees in the year 2015. (Accenture, 2017)

Recent Achievements:

- 2017: the Ethisphere Institute named Accenture one of the world's most ethical companies for the 10th time.
- 2016: Accenture was ranked No. 289 on the Forbes Global 2000 list.
- 2016: Accenture was ranked No. 312 on the Fortune Global 500 list.
- 2016: The firm was named 15th in the Top 50 Companies for Diversity by Diversity Inc.
- 2016: CR Magazine named Accenture No. 14 in its top 100 Best Corporate Citizens list for 2016. (Accenture, 2017)

2.8.10. IBM

Established in 1911 in United States, IBM is IT Services, business consulting and outsourcing service provider. The company has more than three lakh employees around the world out of which one lakh fifty thousand employees' work in ten locations of India. It serves 170 countries 23 delivery centers in US and is spread across the US, Europe and Asia Pacific. IBM employees have been awarded five Nobel Prizes, six Turing Awards, ten National Medals of Technology and five National Medals of Science. IBM has one of the largest workforces in the world referred to as "IBMers". IBM is the world's eighth-largest information technology company by revenue. (IBM, 2017)

Recent Achievements:

- 2011: Best Demo Award at ACM MobiSys 2011
- 2011: Best Paper Award at IWQoS 2011
- 2010: Best Paper Award at ACM ISEC 2010, CM ISEC 2010 - Third India Software Engineering Conference
- 2010: Best Paper at HiPC 2010. (IBM, 2017)

2.8.11. HP Development Company

Established in 1939 in United States, HP is into Computer hardware, Computer software, IT services and IT consulting having its presence in US, UK and Asia. It was started by William Bill Redington Hewlett and David Dave Packard. HP was the world's leading PC manufacturer from 2007 to Q2 2013, after which Lenovo came to rank ahead of HP. It specialized in developing and manufacturing computing, data storage, and networking hardware, designing software and delivering services. According to a BusinessWeek Study, HP was the world's 11th most valuable brand as of 2009. ("About HP," 2017)

The following are the tenets of The HP,

- We have trust and respect for individuals.
- We focus on a high level of achievement and contribution.
- We conduct our business with uncompromising integrity.
- We achieve our common objectives through teamwork.
- We encourage flexibility and innovation. ("About HP," 2017)

CHAPTER 3
RESEARCH METHODOLOGY

3. RESEARCH METHODOLOGY

3.1. Need and Significance of the Study

From the review of literature certain gaps were identified and these formed the basis for the present research which are summarized as follows:

- Internal branding literature acknowledges employees' crucial role in building strong brands, yet empirical research on how to turn employees into brand champions remains scarce and has been largely approached from an internal branding perspective.
- Internal branding still remains the domain of marketing experts and the role of human resource managers is still unclear in organizations.
- The available literature on internal brand management had a little empirical evidence on the influence of organization citizenship behavior as significant condition under which the relationship with personality factors may lead to additional positive outcomes.

3.2. Scope of the Study

The present research work has been conducted in three cities namely, Bengaluru, Mumbai and Hyderabad. The study focused on the importance and influence of organization citizenship behavior as significant factor effecting internal branding and its relationship with individual personality traits that may lead to additional positive outcomes.

The sample for the study were employees of select IT organizations of India. The respondents included in the study were 522.

3.3. Objectives of the Study

The broad objective of the study is to investigate the '*Role of Personality Factors and Organizational Citizenship Behavior on Internal Brand Management*'. Specifically the present study attempts to investigate the mediating relationship of Organizational Citizenship Behavior between the effect of personality factors and internal branding. To investigate the above broad objective the following specific objectives were formulated.

- To study the relationship between organization citizenship behavior and internal branding.
- To examine the impact of personality factors over organization citizenship behavior.
- To explore if there exists an influence of personality factors on internal branding.
- To demonstrate a mediating relationship of organization citizenship behavior between personality factors and internal branding.
- To study the variance in internal branding with the differences in employee demographics.

3.4. Hypotheses of the study

Hypotheses H1 to H4 throws light on the relationships amongst the constructs developed from the literature study and Hypotheses H5 to H9 shows the association of demographic variables with Internal Branding (Outcome Variable).

Relationships amongst constructs

1. Hypothesis (H1): Personality factors has a significant positive impact on Organizational Citizenship behavior.
2. Hypothesis (H2): Organizational Citizenship behavior significantly effects Internal Branding.
3. Hypothesis (H3): Personality factors have a significant positive influence on Internal Branding.

Mediating Relationship

4. Hypothesis (H4): Organizational Citizenship behavior mediates the relationship between Personality factors and Internal Branding.

Demographic Relationships

5. Hypothesis (H5): There is a significant variance in internal branding between different age groups of the employees.
6. Hypothesis (H6): There is a significant difference in Internal branding with the difference in gender of the employees.
7. Hypothesis (H7): There is a significant divergence in Internal branding with the change in the location of the employee's workplace.
8. Hypothesis (H8): There is a significant change in Internal Branding with the differences in Educational qualification of the employees.
9. Hypothesis (H9): There exists a significant dissimilarity in internal branding with the change in designation of employee.

3.5. Research Methodology

Sources of Data

The primary data was collected from the employees working at various levels in Select IT organizations. A structured questionnaire was used to collect data from employees by distributing them to the sample respondents in the organizations. The Questionnaire was designed and adapted with the following research questions:

- What is the relationship between organization citizenship behavior and internal branding in IT organizations in India?
- What is the association between personality factors and organization citizenship behavior in IT organizations in India?
- Does a relationship between personality factors and internal branding exist in IT organizations in India?
- Is organization citizenship behavior mediating the relationship between personality factors and internal branding in IT organizations in India?
- What are the demographic characteristics associated to internal branding outcomes in Indian context?

Secondary data was collected from academic journals, books, publications, periodicals and various web pages for gaining insights on the concepts used for the study, to understand the gaps and to develop the research questions. The information about the population and the sample was taken from company's reports and authorized websites of Indian government and target organizations.

Research Approach

This study is a two stage design. The role of personality factors and organizational citizenship behavior on internal branding was adopted in a formalized study methodology, which was typically structured with clearly stated hypotheses based on the research questions, so is descriptive in nature.

The direct effect of personality factors on internal branding did not have a significant literature and was tested during this study. Thus it is exploratory in nature.

Sample Description:

For the present study, the IT companies operating in India was the population as this sector in India has formal practices of Internal Branding. IT companies operating in Bengaluru, Mumbai and Hyderabad were identified as the sample population of the study.

Eleven organisations in IT Sector that were listed as top companies in India by NASSCOM for consecutive four years (i.e., from 2011 to 2014), were selected for the study. The study was conducted on those companies in Bengaluru, Mumbai and Hyderabad, which contributes to approximately 40% of NASSCOM Registered companies in India (Ranking, 2015). The List of companies approached for the study are given in **table 3.1**.

All the companies mentioned in **table 3.1**. were listed and after studying their public websites those companies were shortlisted which are have internal branding practices in their organizations. These companies made the secondary sampling unit. All these companies were present in all the geographic locations chosen for the study.

Table 3.1. List of companies used for the study

S. No	Selected Companies
1	Tata Consultancy Services Limited
2	Infosys Limited
3	Wipro Limited
4	HCL Technologies Limited
5	Tech Mahindra Limited
6	Syntel Limited
7	Cognizant
8	Capgemini
9	Accenture
10	HP Development Company
11	IBM India Private Limited

Source: Top companies in India (Ranking, 2015)

For the purpose of this study, Non-probabilistic purposive sampling has been used for this study.

The sampling unit for the present study were permanent employees of the selected companies who have been working with the same organization continuously for at least two years and who were employed in their respective organization during the course of the survey.

All the employees at all levels fulfilling the above criteria were eligible to participate as respondents in this study. Sample size for the present study consisted of 522 respondents. Number of respondents contacted from each city was in proportion of number of companies identified from each city. The **table 3.2.** Shows the number of respondents from each city.

Table 3.2. Proportionate sample based on number of companies shortlisted from each city

PLACE	NUMBER OF RESPONSES COLLECTED
BENGALURU	250
MUMBAI	142
HYDERABAD	130
TOTAL	522

Data collection medium

Survey method was used to collect primary data. Human interactive media (face-to-face and telephone) and electronic media (e-mail) was also used to communicate with respondents. A structured questionnaire was distributed in person and also sent by an email. E-mail was used for distribution whenever the respondents from IT could not be contacted in person and for some respondents insisted on filling the questionnaire online at their convenience if the option is available. The invitation E mail used and reminder letters posted to them for the present study are shown in **Annexure 3, 4, 5 and 6.**

Tools Used For Data Collection

In the present study, the measuring instrument employed consisted of a cover letter (**Annexure 1**) and four sections (**Annexure 2**).

A detailed description of the purpose of the study and the type of information requested was provided in the cover letter. The cover letter also included a promise of confidentiality and instructions on how to complete the questionnaire. The questionnaire was divided into four parts

Part 1 related to individual's personality factors. There were forty four statements related to Big Five personality factors, i.e., openness to experience, agreeableness, emotional stability, extraversion and conscientiousness.

Part 2 related to organizational citizenship behavior. There were twenty four statement related to five factors of OCB, i.e., sportsmanship, conscientiousness, civic virtue, courtesy and altruism.

Part 3 consisted of statements relating to the employee perception of internal branding in their organization classified into four factors: employee brand identification, employee brand commitment, employee brand loyalty and employee brand psychological ownership

Part 4 requested the demographic profile of the respondents. The information requested concerning gender, age group, total work-experience, number of years in same company (min >2), qualification and place of work were collected. Name, phone number, email address, name of the organization were included in optional questions only for the researchers use in case of any doubt or confusion. There was no compulsion in answering those questions and were not considered in the study.

The scale used for measurement in the questionnaire excluding demographic details was five point likert scale. Demographic details were asked either in closed choice or open ended questions. The sources measures of each variable is shown in **table 3.3**.

Table 3.3. Sources measures of variable wise

Internal Brand Management	
Employee Brand Identification	Khanyapuss and Alan (2011).
Employee Brand Commitment	Khanyapuss and Alan (2011).
Employee Brand Loyalty	Khanyapuss and Alan (2011).
Employee Brand Psychological Ownership	Melewar et al. (2012)
Organizational Citizenship Behaviour	
Sportsmanship	Podsakoff et al. (1990)
Conscientiousness	Podsakoff et al. (1990)
Civic Virtue	Podsakoff et al. (1990)
Courtesy	Podsakoff et al. (1990)
Altruism	Podsakoff et al. (1990)
Personality Factors	
	J
Openness to Experience	ohn and Srivastava (1999)
Agreeableness	John and Srivastava (1999)
Emotional Stability	John and Srivastava (1999)
Extraversion	John and Srivastava (1999)
Conscientiousness	John and Srivastava (1999)

3.6. Pilot Study

A pilot study was conducted on a sample of first 111 respondents to check the reliability of the questionnaire.

Results and Interpretation Of Pilot Study

Internal reliability of 20 item scale for internal branding, 24 item scale for OCB and 44 item scale for personality factors was assessed using Cronbach alpha technique.

Reliability of Personality Factors:

Internal reliability of a 44 item Personality Factors scale was assessed using Cronbach alpha technique. The scale produced an alpha of 0.941. Inspection of the table suggested that no item has to be eliminated and the Cronbach alpha is highly acceptable for an attitude scale. The Reliability of Personality Factors is shown in **Table 3.4**.

Table 3.4. Reliability of Personality Factors

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.941	.943	44

Reliability of Organizational Citizenship Behavior:

Internal reliability of a 24 item Organizational Citizenship Behavior scale was assessed using Cronbach alpha technique. The scale produced an alpha of 0.914. Inspection of the table suggested that no item has to be eliminated and the Cronbach alpha is highly acceptable for an attitude scale. The Reliability of Organizational Citizenship Behavior is shown in **Table 3.5**.

Table 3.5. Reliability of Organizational Citizenship Behavior

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha	N of Items
	Based on Standardized Items	
.914	.918	24

Reliability of Internal Branding:

Internal reliability of a 24 item Internal Branding scale was assessed using Cronbach alpha technique. The scale produced an alpha of 0.944. Inspection of the table suggested that no item has to be eliminated and the Cronbach alpha is highly acceptable for an attitude scale. The Reliability of Internal Branding is shown in **Table 3.6**.

Table 3.6. Reliability of Internal Branding

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.944	.947	20

Thus the pilot study established the relationship among variables and the final study was executed.

3.7. Factor Analysis

Factor analysis is a technique that is used to reduce a large number of variables into fewer numbers of factors. (Burns & Burns, 2008)

Exploratory factor analysis assumes that any indicator or variable may be associated with any factor. This is the most common factor analysis used by researchers and it is not based on any prior theory. (Burns & Burns, 2008)

Confirmatory factor analysis is used to determine the factor and factor loading of measured variables, and to confirm what is expected on the basic or pre-established theory. CFA assumes that each factor is associated with a specified subset of measured variables. (Burns & Burns, 2008)

Factor analysis for Internal Branding

The principal component analysis with subsequent varimax rotation was conducted separately on 20 items questionnaires completed by employees (with experience ≥ 2 years in same company) of IT sector. Many correlations were in excess of 0.4 and both KMO and Bartlett's tests produced criteria that supported the application of principal component analysis. Communalities varied from .51 to .864. Applying Kaiser Rule and screen test, four factors were deemed to be important. Following rotation factor 1 was loaded by 8 items that reflected Employee Brand Psychological Ownership and accounted for 12.95% of variance. Factor 2 was loaded by 5 items that reflected Employee Brand Identity and accounted for 18.6% of variance. Factor 3 was loaded by 4 items that reflected Employee Brand commitment and accounted for 15.24% of variance. Factor 4 was loaded by 2 items that reflected Employee Brand Loyalty and accounted for 9.24% of variance. The factor analysis is shown in **Table 3.7**.

Table 3.7. Factor analysis for Internal Branding

	1	2	3	4
BPO22	.793			
BPO18	.781			
BPO17	.776			
BPO19	.753			
BPO16	.745			
BPO20	.736			
BPO23	.715			
BPO24	.637			
BI4		.816		
BI2		.809		
BI3		.807		
BI1		.762		
BI5		.760		
BC9			.868	
BC8			.813	
BC7			.788	
BC6			.776	
BL10				.874
BL11				.871

Factor analysis for Organizational Citizenship Behavior

The principal component analysis with subsequent varimax rotation was conducted separately on 24 items questionnaires completed by employees (with experience ≥ 2 years in same company) of IT sector. Many correlations were in excess of 0.4 and both KMO and Bartlett's tests produced criteria that supported the application of principal component analysis. Communalities varied from .681 to .912. Applying Kaiser Rule and screen test, five factors were deemed to be important. Following rotation factor 1 was loaded by 5 items that reflected courtesy and accounted for 18.56% of variance exemplified by one highest loading item (OCOU-14). Factor 2 was loaded by 5 items that reflected sportsmanship and accounted for 17.99% of variance. Factor 3 was loaded by 5 items that reflected altruism and accounted for 17.65% of variance. Factor 4 was loaded by 4 items that reflected civic virtue and accounted for 14.97% of variance. Factor 5 was loaded by 5 items that reflected organizational conscientiousness, and accounted for 14.77% of variance. The factor analysis is shown in **Table 3.8**.

Table 3.8. Factor analysis for Organizational Citizenship Behaviour

	1	2	3	4	5
O-COU14	.926				
O-COU8	.915				
O-COU17	.914				
O-COU20	.906				
O-COU5	.896				
O-S4		.915			
O-S2		.904			
O-S19		.896			
O-S7		.886			
O-S16		.864			
O-A15			.896		
O-A23			.895		
O-A10			.890		
O-A1			.856		
O-A13			.854		
O-CV9				.938	
O -CV12				.930	
O-CV11				.912	
O-CV6				.906	
O-CON24					.813
O-CON22					.808
O-CON21					.799
O-CON18					.785
O-CON3					.760

Factor analysis for Personality Factors

The principal component analysis with subsequent varimax rotation was conducted separately on 44 items questionnaires completed by employees (with experience ≥ 2 years in same company) of IT sector. Many correlations were in excess of 0.4 and both KMO and Bartlett's tests produced criteria that supported the application of principal component analysis. Communalities varied from .498 to .939. Applying Kaiser Rule and screen test, five factors were deemed to be important. Following rotation factor 1 was loaded by 9 items that reflected agreeableness and accounted for 18.89% of variance exemplified by 6 highest loading items (PA42, PA2, PA17, PA27, PA7 and PA22). Factor 2 was loaded by 9 items that reflected conscientiousness and accounted for 17.73% of variance. Factor 3 was loaded by 10 items that reflected openness to experience and accounted for 17.1% of variance. Factor 4 was loaded by 8 items that reflected Emotional Stability and accounted for 14.64% of variance. Factor 5 reflected Extraversion, one item (PE26) was eliminated due to low loading and thus it loaded by 7 items that accounted for 13.51% of variance. The factor analysis is shown in **Table 3.9**.

Table 3.9.. Factor analysis for Personality Factors

	1	2	3	4	5
P-A42	.957				
P-A2	.952				
P-A17	.948				
P-A27	.945				
P-A7	.944				
P-A22	.941				
P-A12	.938				
P-A32	.937				
P-A37	.933				
P-C33		.936			
P-C18		.929			
P-C28		.923			
P-C13		.911			
P-C43		.903			
P-C38		.900			
P-C3		.897			
P-C23		.874			
P-C8		.872			
P-O25			.881		
P-O20			.874		
P-O40			.863		
P-O15			.836		
P-O35			.832		
P-O5			.832		
P-O10			.829		
P-O44			.822		
P-O41			.764		
P-O30			.646		
P-N34				.933	

P-N4	.912	
P-N9	.911	
P-N39	.902	
P-N24	.893	
P-N19	.890	
P-N14	.849	
P-N29	.764	
P-E21		.901
P-E1		.898
P-E11		.890
P-E6		.882
P-E16		.874
P-E31		.752
P-E36		.721
P-E26		.636

CHAPTER 4

RESULTS AND DISCUSSION

4. RESULTS AND DISCUSSION

Data was collected from 522 respondents belonging to select IT organizations in India. The data was coded and subjected to SPSS 20.0 Version for analysis. The quantitative and qualitative description of the data is presented below as results and discussion. Descriptive statistics like mean, median, mode and Inferential Statistics like Correlation and regression analysis emerged from the analysis. Each of the hypotheses was tested according to the objectives of the study and conclusions were drawn.

- The Demographic Variables are discussed in **Part 1**
- The factor analysis of final sample is discussed in **Part 2**
- The results of the empirical analysis are discussed in **Part 3**

Part 1: Demographic Analysis

This section shows the demographic analysis of the sample of 522 employees and interpretations of the same. The below tables exhibit the demographic analysis of the sample based on gender, age, educational qualification, location of work, designation/ level of job.

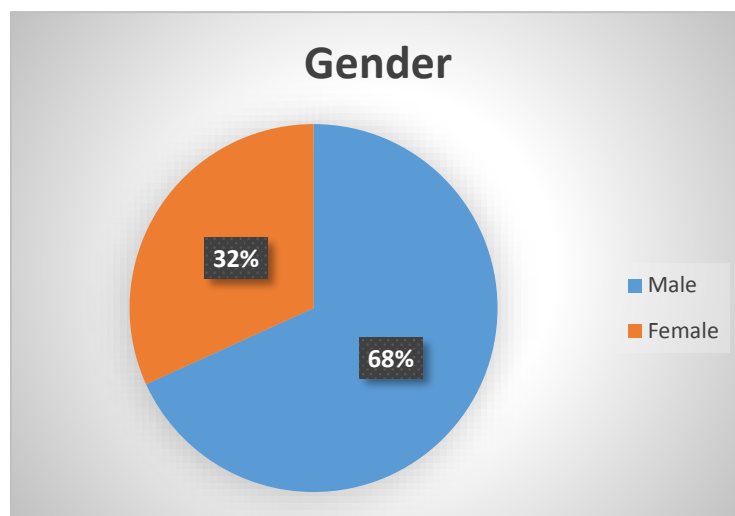
Gender

It was observed that out of the total sample of 522 respondents, 356 (69%) were male and 166 (31%) were female. The possible explanation for this ratio can be understood from the NASSCOM report on Gender inclusivity, 2009 which claims that women comprise 33% of all technical jobs in IT industry in India. So the sample taken is in proportion with the population statistics. Frequency distribution table showing Gender distribution of sample is shown in **table 4.1.** and represented in diagrammatic form in **figure 4.1.**

Table 4.1. Frequency distribution table showing Gender distribution of sample

Gender	No of Employees	Employee percentage
Male	356	69
Female	166	31
Total	522	100

Figure 4.1. Gender distribution of sample



Age Group

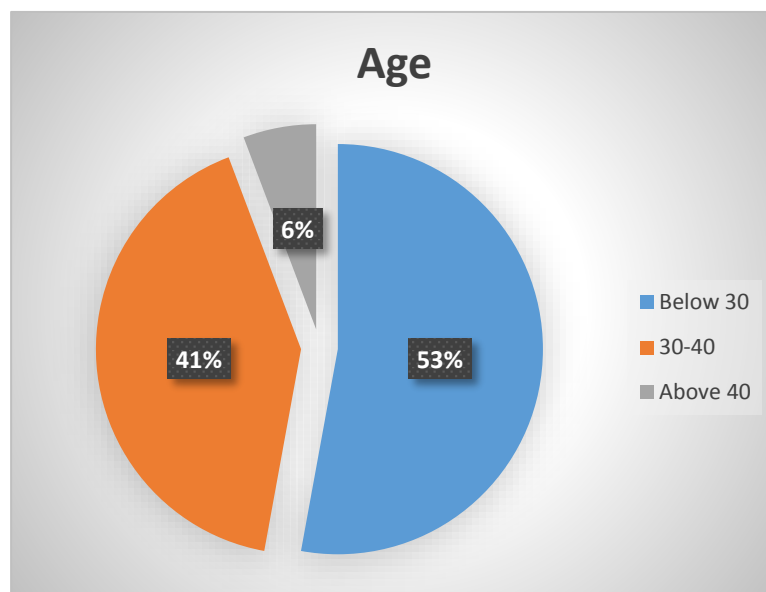
It was observed that out of the total sample of 522 respondents, 276 (53%) of respondents were found to be aged below 30 years of age, 216 (41%) were between 30 to 40 years and 30 respondents (6%) were found to be above 40 years of age. Great Place To Work Institute, India in partnership with economic times published a report stating that 25% of the population are aged below 25, 54% of population are aged between 26 to 34 while 19% of

population are between 35 to 44 year age group and 2% fall above 45 years category (Institute, 2016). Frequency distribution table showing Age distribution of sample is shown in **table 4.2** and represented in diagrammatic form in **figure 4.2**.

Table 4.2. Frequency distribution table showing Age distribution of sample

Age Group (in Years)	No of Employees	Employee percentage
Below 30	276	53
30-40	216	41
Above 40	30	6
Total	522	100

Figure 4.2. Age distribution of sample



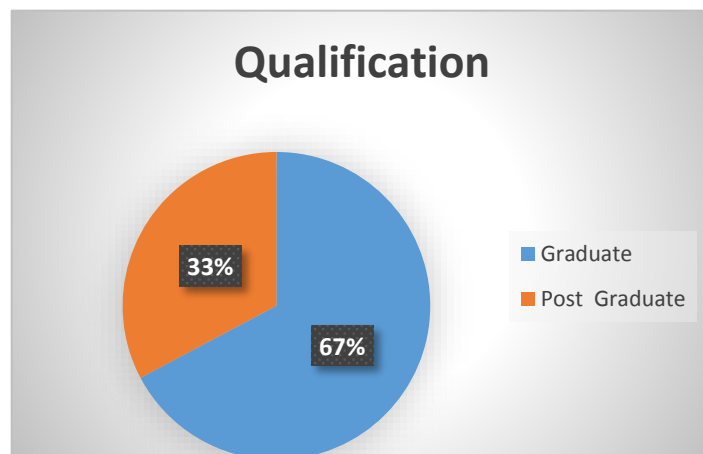
Qualification

It was found that out of the total sample of 522 respondents, 351 (67%) respondents were graduates and 171 (33%) respondents were found to be Post Graduates. A report by Krishnan (2005) showed that 81% of Indian software employees' hold graduate degrees and above, about 13% of them possessed professional post-graduation degree and 20% were diploma holders or holding equivalent degrees. The higher proportion of graduates found in the sample justifies the facts presented in the report. Frequency distribution table showing Qualifications of sample is shown in **table 4.3** and represented in diagrammatic form in **figure 4.3**.

Table 4.3. Frequency distribution table showing Qualification distribution of sample

Qualification	No of Employees	Employee percentage
Graduate	351	67
Post Graduate	171	33
Total	522	100

Figure 4.3. Qualification distribution of sample



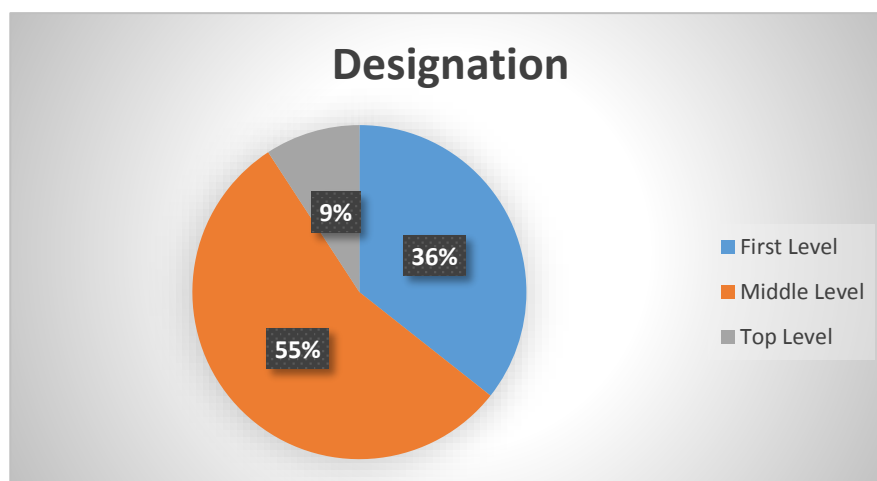
Designated Level

It was observed that out of the total sample of 522 respondents, 186 (36%) respondents worked in Entry or First level, 288 (55%) were found working in Middle level and 48 (9%) were found to be working in top level designations in their respective organizations. Seth (2015) found an increasing trend in recruitment of the middle of middle level employees in IT organizations. The higher percentage of middle level employees in this sample is thus justified by the study. Frequency distribution table showing levels of designated positions of the sample in the organizations is shown in **table 4.4.** and represented in diagrammatic form in **figure 4.4.**

Table 4.4. Frequency distribution table showing Designated Level distribution of sample

Designated Level	No of Employees	Employee percentage
First Level	186	36
Middle Level	288	55
Top Level	48	9
Total	522	100

Figure 4.4. Designation distribution of sample



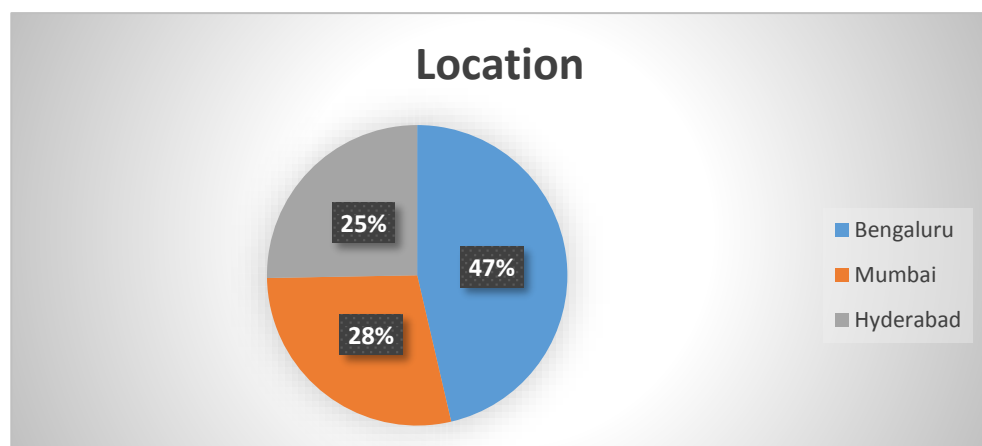
Work Location

It was observed that out of the total sample of 522 respondents, 242 (46%) respondents working in Bengaluru, 148 (28%) were found working in Mumbai and 132 (26%) were found to be working in Hyderabad locations. The sample was collected purposefully to justify the number of organizations present in each location according to NASSCOM report (Directory, 2015). Frequency distribution table showing number of sample from each location is shown in **table 4.5.** and represented in diagrammatic form in **figure 4.5.**

Table 4.5. Frequency distribution table showing working location of sample

Work Location	No of Employees	Employee percentage
Bengaluru	242	47
Mumbai	148	28
Hyderabad	132	25
Total	522	100

Figure 4.5. Working location distribution of sample



Data Check for Normality, Out Layers and Missing Values

An initial examination of data is crucial before going ahead with the subsequent analyses. The data was checked for missing values, out layers and normality. (Hair, Anderson, Babin, & Black, 2010)

Missing Data and Out Layers

The data where valid values on one or more variables is not available for the analysis are called missing data. Missing data can impact the analysis by either showing biased results or by drastically reducing the sample size. (Hair et al., 2010)

Hair et al. (2010) describes a four step process to identify and tackle missing data. The four steps include determining the type of missing data and classifying them into ignorable and non-ignorable cases, determining the extent of missing data, diagnosing the randomness of the missing data and selecting the method of imputation. (Hair et al., 2010)

Out layers are observations with a unique combination of characteristics identifiable as distinctly different from the other observations. (Hair et al., 2010).

Out of the 602 cases, non-ignorable missing data among 80 cases was found across 16 items. So such cases were imputed. Further ignorable missing data, related to the name of the organization, name of the employee, telephone and email details etc., were found for 323 cases. Such missing cases were ignored as it was optional to give responses to these questions, as they were subjected to privacy concern. The ignorable missing data do not need remedies as they are part of research design (Hair et al., 2010). In this study no significant cases of outlier characteristic and missing values were demonstrated after imputation. Altogether, 522 responses remained in the main study data set for further analysis.

Normality

The most fundamental assumption in multivariate analysis is normality, referring to the shape of the data distribution for an individual metric variable and its correspondence to normal distribution, the benchmark of statistical methods. If the variation from the normal distribution is sufficiently large, all resulting statistical tests are invalid. (Hair et al., 2010)

The Kolmogorov-Smirnov and Shapiro-Wilk tests can be conducted in SPSS for testing normality of data. Kolmogorov-Smirnov and Shapiro-Wilk tests conducted with SPSS showed that the data was non-normal. For large sample sizes, a small deviation from normality can also give significant results with these tests (Öztuna, Elhan, & Tüccar, 2006). Thereof, skewness and kurtosis was checked for the normality of the data set. The Z-scores were calculated from skewness and kurtosis values. Maximum Z-scores were between 2.58 and less than -2.58 and nine values are in range between 3.29 to -3.29. In large samples (200 or more) with small standard errors, value of Z-score between 2.58 and -2.58 (sig at $P < 0.01$) are sufficient to establish normality of the data (Hair et al., 2010) and between 3.29 to -3.29 is significant at $P < 0.001$ (Ghasemi & Zahediasl, 2012). Therefore, these items were used in subsequent statistical analysis. The results of normality are shown in **Annexure 7**.

Addressing Systematic Bias

As all the data was self –reported, there is possibility of Common method bias (Podsakoff & Organ, 1986). This bias can be recognized to common rater’s effect (social desirability and consistency motif, Acquiescence biases, mood), item characteristics (item desirability, item ambiguity), item context (scale length) and measurement context (predictor and criterion variable) threatening the validity of conclusions drawn upon statistical results (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Harman’s single factor test is the most widely used test for common method bias (Podsakoff et al., 2003). The test was conducted by loading all the variables together for factor analysis, with constraint of number of factor as Eigen value greater than 1. Twelve factors emerged from EFA and the total variance explained

by the first component by loading all variables into the factor analysis, was 23.319 %, which was less than 50% representing free from significant common method bias effects. **Annexure 9** shows the systematic bias value of the study.

Part 2: Factor Analysis

In this part, the measurements that were developed for this study were refined following Factor analysis and internal consistency assessment.

Construct 1. Individual Personality Factors

Internal reliability of 43 item scale for Individual personality factors that was extracted from pilot study was assessed using Cronbach alpha technique with the entire sample of 522 responses. The scales produced an alpha values of 0.94. Inspection of the table suggested that no items had to be eliminated as the produced alpha values are highly acceptable in attitude scale (Burns & Burns, 2008). The Reliability Statistics for Individual Personality Factors scale is shown in **table 4.6**. The reliability values after refinement is shown in **Annexure 8**.

Table 4.6. Reliability Statistics for Individual Personality Factors scale

Reliability Statistics	
Cronbach's Alpha	N of Items
.940	43

The KMO and Barlett's test were further conducted on the sample. The KMO measures the sampling adequacy, which should be greater than 0.5 for satisfactory factor analysis to proceed. **Table 4.7** shows the KMO measure is 0.940 and therefore satisfactory. From the same table bartlett's test is significant i.e. its associated probability is 0.00 (less than 0.05). This

means variables do have some correlations to each other, which is what is needed to find the underlying factor that represents a grouping of variables. Thus we can proceed with the analysis. (Burns & Burns, 2008)

Table 4.7. KMO and Bartlett's test for Individual personality factors

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.942
Approx. Chi-Square	27201.839
Bartlett's Test of Sphericity	
df	903
Sig.	.000

A principal component analysis with subsequent varimax rotation was conducted on 43 items questionnaires completed by the sample. Many correlations were in excess of 0.4 and both KMO and Bartlett's tests produced criteria that supported the application of principal component analysis. Communalities varied from 0.488 to 0.945. Applying Kaiser's rule and the screen test, five factors were deemed important. Following the rotation, factor 1 was loaded on 9 items that reflected agreeableness and accounted for 19.184% of variance, factor 2 was loaded on 10 items that reflected openness to experience and accounted for 15.961% of variance, factor 3 was loaded on 8 items that reflected emotional stability and accounted for 15.810% of variance, factor 4 was loaded on 9 items that reflected conscientiousness and accounted for 15.576% of variance and factor 5 was loaded on 7 items that reflected extraversion and accounted for 11.956% of variance. (Burns & Burns, 2008). Further analysis was conducted using 43 item scale. The details of the factors in personality measure are presented in **table 4.8**.

Table 4.8. Factors Extracted for Individual personality factors

	1	2	3	4	5
P-A7	.940				
P-A12	.937				
P-A42	.935				
P-A22	.935				
P-A32	.932				
P-A37	.928				
P-A2	.928				
P-A27	.923				
P-A17	.917				
P-O35		.857			
P-O20		.839			
P-O25		.838			
P-O10		.835			
P-O40		.818			
P-O44		.814			
P-O5		.807			
P-O15		.804			
P-O41		.716			
P-O30		.657			
P-N9			.909		
P-N39			.903		
P-N34			.901		
P-N4			.894		
P-N24			.887		
P-N29			.883		
P-N19			.880		
P-N14			.876		
P-C28				.872	
P-C33				.869	

P-C43	.858
P-C18	.852
P-C13	.849
P-C3	.834
P-C38	.833
P-C23	.817
P-C8	.812
P-E21	.872
P-E11	.866
P-E16	.861
P-E1	.860
P-E6	.858
P-E36	.755
P-E31	.709

Construct 2. Organizational Citizenship Behavior

Internal reliability of 24 item scale for Organizational Citizenship Behavior was assessed using Cronbach alpha technique. The scales produced an alpha values of 0.864. Inspection of the table suggested that no items had to be eliminated as the produced alpha values are highly acceptable in attitude scale (Burns & Burns, 2008). The Reliability Statistics for Individual Personality Factors scale is shown in **table 4.9**.

Table 4.9. Reliability Statistics for Organizational Citizenship Behavior scale

Reliability Statistics	
Cronbach's Alpha	N of Items
.864	24

The KMO and Bartlett's test were further conducted on the sample. The KMO measures the sampling adequacy, which should be greater than 0.5 for satisfactory factor analysis to proceed. **Table 4.10** shows the KMO measure is 0.895 and therefore satisfactory. From the same table Bartlett's test is significant i.e. its associated probability is 0.00 (less than 0.05). This means variables do have some correlations to each other, which is what is needed to find the underlying factor that represents a grouping of variables. Thus we can proceed with the analysis. (Burns & Burns, 2008)

Table 4.10. KMO and Bartlett's test for Organizational Citizenship Behavior scale

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.895
	Approx. Chi-Square	12341.069
Bartlett's Test of Sphericity	df	276
	Sig.	.000

A principal component analysis with subsequent varimax rotation was conducted on 24 items questionnaires completed by the sample. Many correlations were in excess of 0.4 and

both KMO and Bartlett's tests produced criteria that supported the application of principal component analysis. Communalities varied from 0.753 to 0.886. Applying Kaiser's rule and the screen test, five factors were deemed important. Following the rotation, factor 1 was loaded on 5 items that reflected sportsmanship and accounted for 17.937% of variance, factor 2 was loaded on 5 items that reflected courtesy and accounted for 17.796% of variance, factor 3 was loaded on 5 items that reflected conscientiousness and accounted for 16.719% of variance, factor 4 was loaded on 5 items that reflected altruism and accounted for 16.512% of variance and factor 5 was loaded on 4 items that reflected civic virtue and accounted for 14.498% of variance (Burns & Burns, 2008). The details of the factors in Organizational Citizenship Behavior measure are presented in **Table 4.11**.

Table 4.11. Factors for Organizational Citizenship Behavior

	1	2	3	4	5
O-S2	.937				
O-S19	.927				
O-S4	.918				
O-S16	.915				
O-S7	.907				
O-COU14		.920			
O-COU20		.910			
O-COU8		.910			
O-COU5		.902			
O-COU17		.895			
O-CON3			.896		
O-CON18			.892		
O-CON21			.889		
O-CON24			.886		
O-CON22			.877		
O-A15				.905	
O-A10				.884	
O-A23				.878	
O-A1				.868	
O-A13				.843	
O-CV9					.930
O -CV12					.924
O-CV11					.920
O-CV6					.913

Construct 3. Internal Branding

Internal reliability of 19 item scale for Internal Branding was assessed using Cronbach alpha technique. The scales produced an alpha values of 0.906. Inspection of the table suggested that no item had been eliminated as the produced alpha values are highly acceptable in attitude scale (Burns & Burns, 2008). The Reliability Statistics for Individual Personality Factors scale is shown in **table 4.12**. The reliability values after refinement is shown in **Annexure 8**.

Table 4.12. Reliability Statistics for Internal Branding scale

Reliability Statistics	
Cronbach's Alpha	N of Items
.906	19

The KMO and Bartlett's test were further conducted on the sample. The KMO measures the sampling adequacy, which should be greater than 0.5 for satisfactory factor analysis to proceed. **Table 4.13** shows the KMO measure is 0.873 and therefore satisfactory. From the same table Bartlett's test is significant i.e. its associated probability is 0.00 (less than 0.05). This means variables do have some correlations to each other, which is what is needed to find the underlying factor that represents a grouping of variables. Thus we can proceed with the analysis. (Burns & Burns, 2008)

Table 4.13. KMO and Bartlett's test for Internal Branding scale

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.873
	Approx. Chi-Square	5198.015
Bartlett's Test of Sphericity	df	153
	Sig.	.000

A principal component analysis with subsequent varimax rotation was conducted on 20 items questionnaires completed by the sample. Many correlations were in excess of 0.4 and both KMO and Bartlett's tests produced criteria that supported the application of principal component analysis. Communalities varied from 0.494 to 0.864. Applying Kaiser's rule and the screen test, four factors were deemed important. Following the rotation, factor 1 was loaded on 7 items that reflected employee's brand psychological ownership and accounted for 22.98%. One item (BPO 21) loaded significantly less and was so eliminated for further analysis. Of variance, factor 2 was loaded on 5 items that reflected employee's brand identity and accounted for 19.552% of variance, factor 3 was loaded on 4 items that reflected employee's brand commitment and accounted for 16.046% of variance and factor 4 was loaded on 2 items that reflected employee's brand loyalty and accounted for 9.764% of (Burns & Burns, 2008). Further analysis was conducted using 19 items scale. The details of the factors in Internal Branding measure are presented in **Table 4.14**.

Table 4.14. Factors for Internal Branding

	1	2	3	4
BPO17	.795			
BPO18	.793			
BPO19	.768			
BPO20	.746			
BPO16	.742			
BPO23	.700			
BPO24	.618			
BI4		.817		
BI2		.810		
BI3		.809		
BI1		.762		
BI5		.759		
BC9			.867	
BC8			.813	
BC7			.788	
BC6			.775	
BL10				.875
BL11				.873

Validity

Validity is a measure that checks “to what extent does the testing instrument actually measure the construct it purports to measure?” (Burns & Burns, 2008). Convergent validity means that different measures of the same construct will relate strongly with one another and discriminant validity means that measures of different constructs should relate only modestly with one another. Convergent and discriminant validity means that the variance in a measure should reflect only the variance contributed by the proposed latent variables and not by the other variables (O’Leary-Kelly & Vokurka, 1998). Thus Convergent and discriminant validity could be tested by the Average Variance Extracted.

It is absolutely necessary to establish convergent and discriminant validity, as well as reliability, when doing a CFA. The measures that are useful for establishing validity and reliability: Composite Reliability (CR), Average Variance Extracted (AVE), Maximum Shared Variance (MSV), and Average Shared Variance (ASV). The threshold values for these are CR > 0.7 (Reliability), AVE > 0.5 (Convergent Validity), MSV < AVE and Square root of AVE greater than inter-construct correlations (Discriminant Validity). The validity is **figure 4.6**.

Figure 4.6. Validity of the sample

	CR	AVE	MSV	MaxR(H	Biden	Popen	PConc	PAGree	PEXtra	PNeuro	OAltr	OSport	OConsc	OCour	OCiv	BComr	BLOY	BOwn	Bownb
Biden	0.897	0.636	0.298	0.903	0.798														
Popen	0.949	0.651	0.171	0.967	0.336	0.807													
PConc	0.959	0.725	0.139	0.982	0.303	0.373	0.851												
PAGree	0.989	0.909	0.076	0.993	0.000	-0.001	0.090	0.953											
PEXtra	0.937	0.656	0.101	0.994	0.264	0.318	0.169	0.183	0.810										
PNeuro	0.962	0.762	0.076	0.995	0.049	0.048	0.060	0.275	0.111	0.873									
OAltr	0.951	0.794	0.121	0.995	0.228	0.348	0.213	0.068	0.203	0.069	0.891								
OSport	0.960	0.829	0.037	0.996		0.136	0.014	0.193	0.143	0.159	0.027	0.910							
OConsc	0.929	0.722	0.053	0.996	0.231	0.145	0.154	0.072	0.084	0.099	0.170	0.067	0.85						
OCour	0.956	0.812	0.062	0.996	0.248	0.181	0.100	0.171	0.166	0.154	0.214	-0.026	0.157	0.901					
OCiv	0.946	0.815	0.034	0.997		0.074	0.101	0.130	0.173	0.112	0.043	0.166	-0.029	0.184	0.903				
BComr	0.850	0.590	0.298	0.997	0.546	0.253	0.251	-0.037	0.129	0.045	0.168	0.031	0.158	0.16					
BLOY	0.876	0.780	0.230	0.997	0.480	0.278	0.369	-0.023	0.208	-0.076	0.259	0.023	0.212	0.209		0.4			
BOwna	0.725	0.569	0.494	0.997	0.488	0.413	0.249	-0.125	0.234	0.233	0.183	0.096	0.137	0.234		0.5	0.4		
Bownb	0.848	0.532	0.494	0.997	0.382	0.400	0.234	-0.065	0.294	0.111	0.183		0.211	0.192		0.43	0.38	0.7	
No Validity Concerns - Wahool!																			

Evaluating the Constructs

The measurement model specifies relations between observed indicators (i.e., survey items) and their corresponding latent constructs. The measurement models derived from exploratory factor analysis were examined through confirmatory factor analysis in order to assess goodness- of –fit to empirical data. The **table 4.15** shows the fit-statistics for each measurement model against the recommended values (Hooper, Coughlan, & Mullen, 2008).

Table 4.15. Goodness of fit Statistics

Goodness of fit criteria	Recommended Index cut off	Fit Statistics		
		Personality Factors	OCB	Internal Branding
CMIN/DF	Less than 3	2.825	1.950	2.774
TLI	More than 0.9	0.939	0.979	0.946
CFI	More than 0.9	0.943	0.981	0.956
RMSEA	Less than 0.06	0.05	.043	0.05
SRMR	Less than 0.09	0.041	0.0301	0.0393

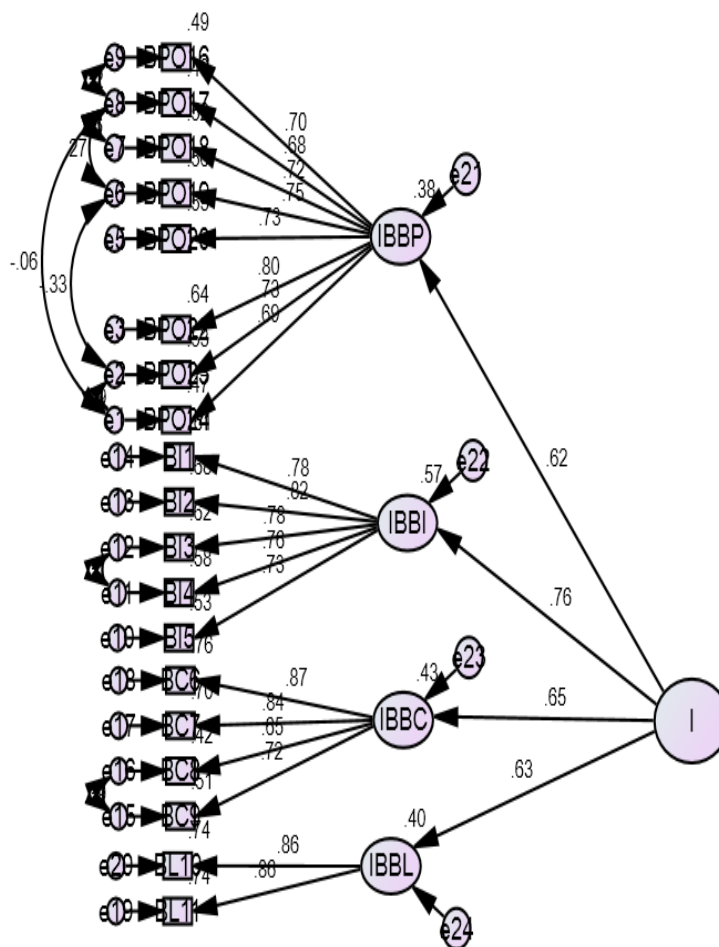
Source for range of fit statistics: Kline (2004)

Validating the Higher Order Constructs

Internal Branding

Model 1 was created as shown in **Figure 4.7** to show the relationship between the first order variables and internal branding. The structural model depicted in **Figure 4.7** illustrates that the variables Employee brand identity, employee brand psychological ownership, employee brand commitment and employee loyalty significantly define internal branding.

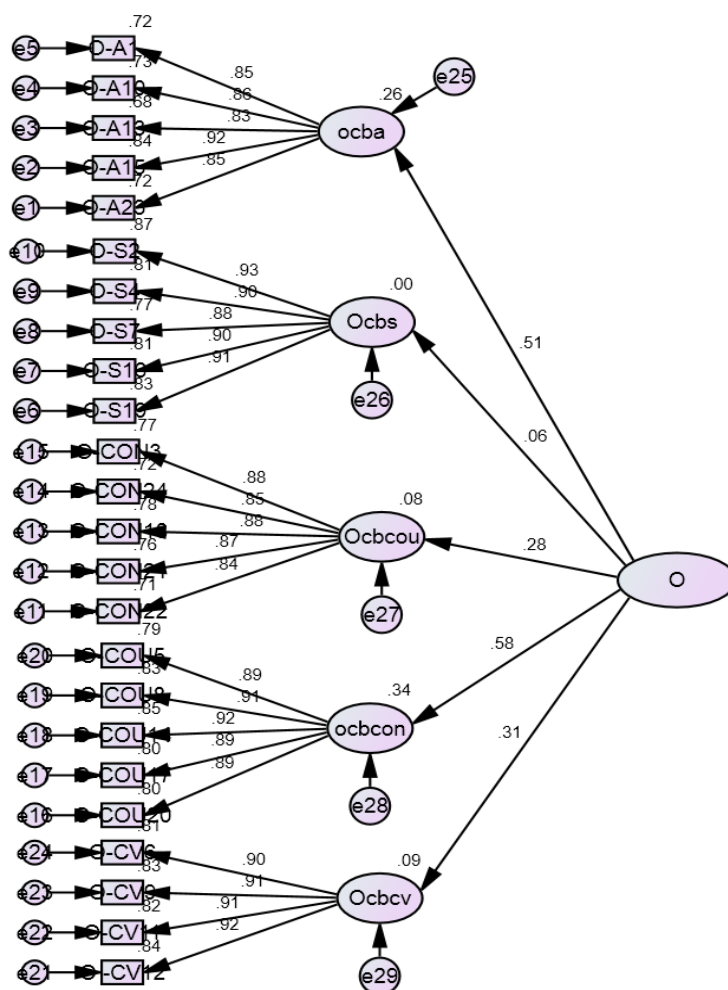
Figure 4.7. Internal Branding



Organizational Citizenship Behavior

Model 2 was created as shown in **Figure 4.8** to show the relationship between the first order variables and Organizational Citizenship Behavior. The structural model depicted in **Figure 4.8** illustrates that the variables altruism and conscientiousness significantly defined OCB while Courtesy and Civic virtue though weakly, but still positively describe OCB. Sportsmanship was not having a significant relationship with the OCB in the present study but still considered in the model as the literature supports sportsmanship as a determinant of OCB.

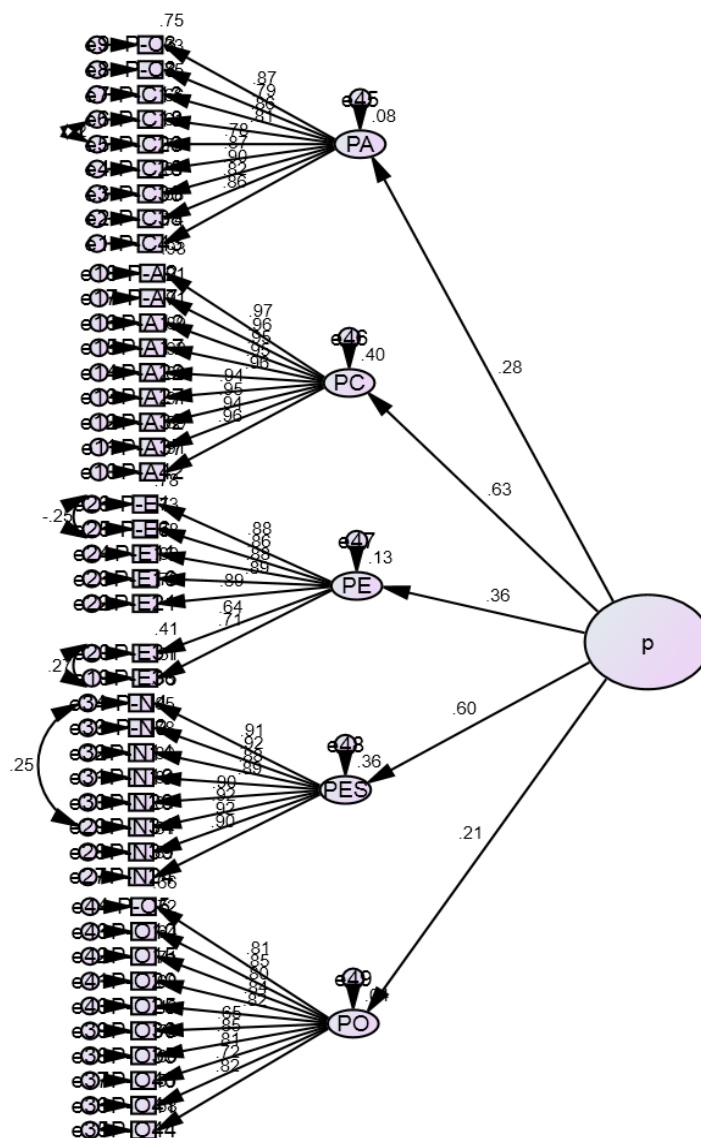
Figure 4.8. Organizational Citizenship Behavior



Individual Personality Factors

Model 3 was created as shown in **Figure 4.9** to show the relationship between the first order variables and Personality Factors. The structural model depicted in **Figure 4.9** illustrates that the variables conscientiousness, Emotional stability, Extraversion, Openness to experience and Agreeableness. While conscientiousness and emotional stability had a high impact other three factors had less but significant impact on personality construct in this study.

Figure 4.9. Personality Factor Variables



Part 3: Results

Hypotheses related to Relationship amongst Constructs:

Hypothesis (H1): Personality factors has a significant positive impact on Organizational Citizenship behavior.

To test hypothesis (H1), a model was developed as shown in the **figure 4.10**. Regression analysis was conducted to evaluate the impact of personality factors on OCB, the relationship between two variables was reflected in an R of +0.52 and adjusted R² of 0.27. Approximately 27% of the variance of OCB was accounted for its linear relationship with Personality Factors. The overall regression was significant with F= 191.501. The regression equation is $OCB = 2.378 + 0.431 (\text{personality factors})$. **Figure 4.10** shows the relationship between personality factors and OCB. The **tables 4.16, 4.17 and 4.18** shows the details about the regression model.

Figure 4.10. Relationship between personality factors and OCB

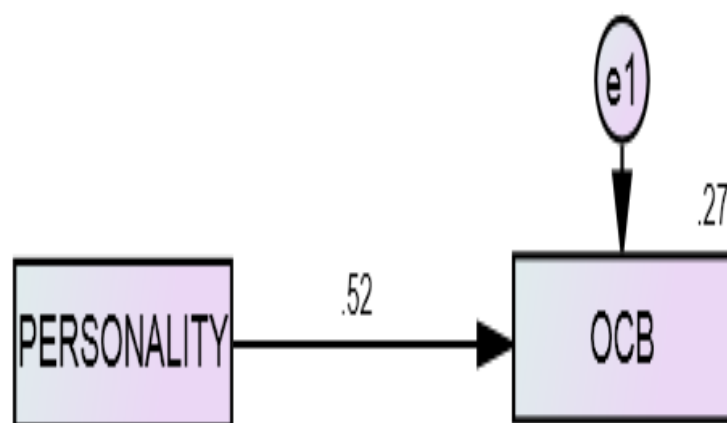


Table 4.16. Correlation and regression values of relationship between personality factors and OCB

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.519 ^a	.269	.268	.43409	1.889

Table 4.17. Significance of relationship between personality factors and OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.085	1	36.085	191.501	.000 ^b
	Residual	97.985	520	.188		
	Total	134.070	521			

Table 4.18. Beta values of relationship between personality factors and OCB

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.378	0.121		19.71	0
	PERSONALITY	0.461	0.033	0.519	13.838	0

The above tables and model shows that Personality factors has a significant positive impact on Organizational Citizenship behavior. It means that the employee's personality effects their work and work related behaviors.

Hypothesis (H2): Organizational Citizenship behavior significantly effects Internal Branding.

To test hypothesis (H2), a model was developed as shown in the **figure 4.10**. A linear regression analysis was conducted to evaluate the impact of OCB on Internal Branding, the relationship between two variables was reflected in an R of +0.40 and adjusted R² of 0.16. Approximately 16% of the variance of Internal Branding was accounted for its linear relationship with OCB. The overall regression was highly significant with F= 97.771. The regression equation is Internal Branding = 2.928+0.335(organizational citizenship behaviour). **Figure 4.11** shows the relationship between OCB and Internal Branding. The **tables 4.19, 4.20 and 4.21** shows the details about the regression model.

Figure 4.11. Relationship between OCB and Internal Branding

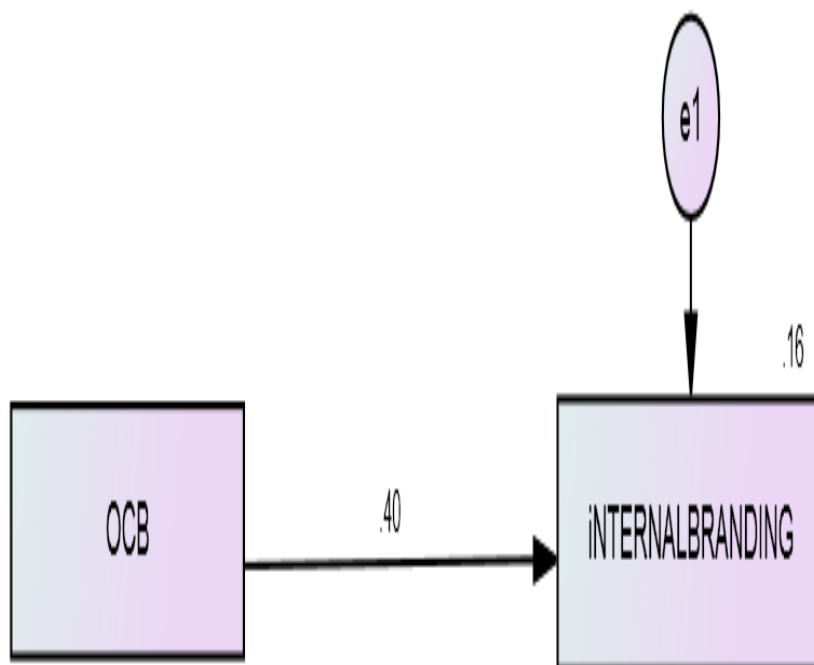


Table 4.19. Correlation and regression values of relationship between OCB and Internal Branding

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.398 ^a	.158	.157	.39268	2.034

Table 4.20. Significance of relationship between OCB and Internal Branding

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.076	1	15.076	97.771	.000 ^b
	Residual	80.185	520	.154		
	Total	95.261	521			

Table 4.21. Beta values of relationship between personality factors and OCB

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.928	.138			21.271	.000
	OCB	.335	.034	.398		9.888	.000

The above tables and model shows that organizational citizenship behavior significantly effects Internal Branding. It furthermore means that, internal brand managers must design their practices to foster and encourage organizational citizenship behavior of employees.

Hypothesis (H3): Personality factors have a significant positive influence on Internal Branding.

To test hypothesis (H3), a model was developed as shown in the **figure 4.12**. A linear regression analysis was conducted to evaluate the impact of Personality Factors on Internal Branding, the relationship between two variables was reflected in an R of +0.37 and adjusted R² of 0.14. Approximately 14% of the variance of Internal Branding was accounted for its linear relationship with Personality Factors. The overall regression was highly significant with F= 61.990. The regression equation is Internal Branding = 3.111+0.322(Personality Factors). **Figure 4.12** shows the relationship between OCB and Internal Branding. The **tables 4.22, 4.23 and 4.24** shows the details about the regression model.

Figure 4.12. Relationship between Personality Factors and Internal Branding

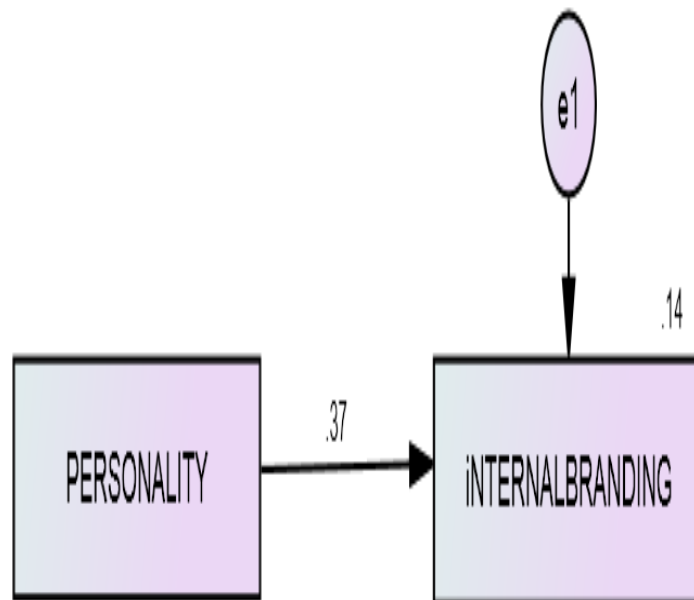


Table 4.22. Correlation and regression values of relationship between Personality Factors and Internal Branding

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.371 ^a	.137	.135	.45089	1.976

Table 4.23. Significance of relationship between Personality Factors and Internal Branding

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.603	1	12.603	61.990	.000 ^b
	Residual	79.086	520	.203		
	Total	91.688	521			

Table 4.24. Beta values of relationship between Personality Factors and Internal Branding

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.111	.145			21.424	.000
	PERSONALITY	.322	.041	.371		7.873	.000

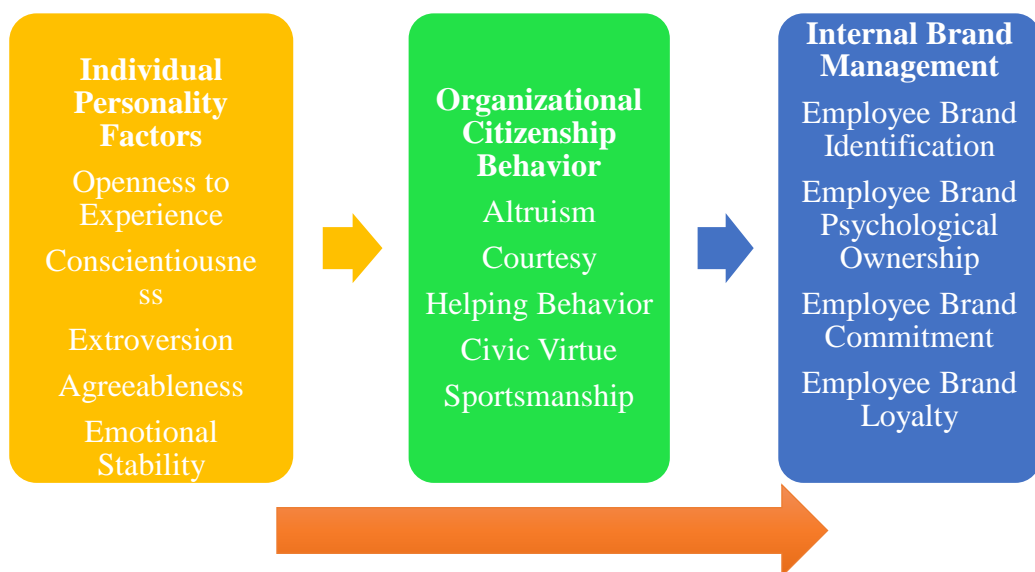
The above tables and model shows that Personality factors has a significant positive impact on Internal Branding. It indicates that, as internal branding targets the employees to exhibit brand related behaviors, their personality traits have to be given due importance to enable them in delivering brand promise

Mediating Relationship

Hypothesis (H4): Organizational Citizenship behavior mediates the relationship between Personality factors and Internal Branding.

A mediator stands between the Independent Variable and Dependent Variable and pass on the effects of one to the other. The indirect path Independent Variab -> Mediator -> Dependent Variable reduces the strength of the basic relationship once it is included in the analytical model (Jose, 2013). **Figure 4.13** shows the model used for the present study.

Figure 4.13. Model used for the present study



The mediating effect of common identity is explained in following steps-

Step 1. Satisfying Preconditions

For a mediation relation the three preconditions should be met (Baron & Kenny, 1986)

1. Relation between X and Y is significant.
2. Relation between X and M is significant.
3. Relation between M and Y is significant, when X is included. (Baron & Kenny, 1986)

The results show that all these three preconditions of a mediating relationship are satisfied. The relation between Individual Personality Factors (predictor variable) and Internal Branding (outcome variable) is significant ($B = .2150, p < 0.001$). The relation between Individual Personality Factors (predictor variable) and Organizational Citizenship Behavior (Mediator variable) is significant ($B = .461, p < 0.001$). And the relation between Organizational Citizenship Behavior (Mediator variable) and Internal Branding (outcome variable) is significant ($B = .287, p < 0.001$).

Step 2. Reduction in Basic Relationship

Further, according to Baron and Kenny (1986), a mediation relationship exists when the basic relationship between predictor variable and outcome variable is reduced in the presence of mediator.

Results shown in **table 4.25** indicate that the relation between Individual Personality Factors (predictor variable) and Internal Branding (outcome variable) has reduced with the presence of Organizational Citizenship Behavior (Mediator variable) ($B = .0827, p = 0.001$). This shows that mediation has occurred. When the effect of the independent variable X on the

dependent variable Y decreases but still significant; partial mediation is concluded (R. M. Baron & Kenny, 1986).

Table 4.25 Path Coefficients of the Model

Path relations	Estimate	S.E.	t	P
Individual Personality Factors predicts OCB	0.4609	0.033	13.8384	00
OCB predicts Internal Branding	0.2871	0.0395	7.2678	00
Individual Personality Factors predicts Internal Branding (without OCB as mediating variable)	0.215	0.0315	6.8339	00
Individual Personality Factors predicts Internal Branding (with OCB as mediating variable)	0.0827	0.0351	2.356	0.01

Step 3. Statistical Significance

To assert the mediation has occurred, the reduction should be significantly large enough to qualify as a statistically significant reduction. Sobel test is a statistical test used to verify the statistical significance of reduction (Jose, 2013).

Sobel test involves calculating *z-value* with the formula,

$$Z\text{-value} = a*b/\text{SQRT}(b^2*s_a^2 + a^2*s_b^2),$$

Where a is regression coefficient of Independent Variable and Mediation Variable

b is regression coefficient Mediation Variable and Dependent Variable

Sa is standard error of path a

Sb is standard error of path a

Then the resultant Z -value is converted to p -value from z-score table. The p -value less than 0.05 are indicators of significant reduction by mediation.

The outputs of Sobel test are shown in the **table 4.26**.

Table. 4.26. Output from preacher's Sobel test

	Input	Test Statistic	p-value
a	0.0824	2.15066	0.0315
b	0.1672		
Sa	0.033		
Sb	0.0395		

The p -value is less than 0.05; therefore, the reduction by mediator is significant.

Step 4. Strength of Indirect effect

The ratio of indirect effect to the total effects based on standardized regression coefficients is a measure of the effect size of the mediated effect (Jose, 2013).

The standardized total, direct and indirect effect of the model, from the SPSS output is shown in the **table 4.27**.

Table 4.27. Standardized total, direct and indirect effects

Total effect of X on Y					
Effect	SE	t	p	LLCI	ULCI
.2150	.0315	6.8339	.0000	.1532	.2768
Direct effect of X on Y					
Effect	SE	t	p	LLCI	ULCI
.0827	.0351	2.3560	.0188	.0137	.1516
Indirect effect of X on Y					
Effect	Boot SE	BootLLCI	BootULCI		
.1323	.0477	.0492	.2371		

$$\begin{aligned}
 \text{Strength of indirect effect} &= \text{indirect effect} / \text{total effect} \\
 &= .1323 / .2150 \\
 &= \mathbf{0.6153} \text{ (variance account for (VAF))}
 \end{aligned}$$

This shows that the basic relationship between Individual Personality Factors (independent variable) and Internal Branding (outcome variable) is 61.53% explained by the indirect effect (by the presence of OCB (Mediation Variable)).

The results generated in these steps show that organizational citizenship behavior seems to explain that organizational citizenship behavior mediates the relationship between personality factors and internal branding. This submits that, while Individual Personality

Factors and OCB have a relationship with internal branding, OCB further effects the relationship between personality factors and internal branding.

Demographic Relationships:

Hypothesis (H5): There is a significant variance in internal branding between different age groups of the employees.

A 2 X 2 contingency table analysis was conducted to determine whether there was an association between internal branding and age of the employee. A significant relationship was present with chi square = 501.743, df = 410, p = 0.001. The hypothesis that there is a significant variance in internal branding between different age groups of the employees is retained. The results of the analysis are shown in tables 4.28 and 4.29.

This shows that age of the employees has an effect on the internal branding practices. Hence it can be concluded that as age increases, the levels of maturity increases aiding the employee to deliver the brand promises more efficiently.

Table 4.28. Case Processing Summary for Internal branding and Age

Case Processing Summary						
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
IBM * Age	391	74.9%	131	25.1%	522	100.0%

Table 4.29. Chi-Square Tests for Internal branding and Age

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	501.743 ^a	410	.001
Likelihood Ratio	460.467	410	.043
N of Valid Cases	391		

The age of the employee plays an important part in describing in the employee's brand behavior as the maturity and experiential levels of employee can be different at various life phases. Internal brand managers should take special care in designing practices and programs to build the brand related behaviors of all age groups.

Hypothesis (H6): There is a significant difference in Internal branding with the difference in gender of the employees.

A 2 X 2 contingency table analysis was conducted to determine whether there was an association between internal branding and gender of the employee. A non-significant relationship was present with chi square = 403.480, df = 410, p = .581. The hypothesis that there is a significant variance in Internal branding with the difference in gender of the employees is rejected. The results of the analysis are shown in tables 4.30 and 4.31.

Table 4.30. Case Processing Summary for Internal branding and Gender

Case Processing Summary						
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
IBM * Gender	391	74.9%	131	25.1%	522	100.0%

Table 4.31. Chi-Square Tests for Internal branding and Gender

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	403.480 ^a	410	.581
Likelihood Ratio	253.124	410	1.000
N of Valid Cases	391		

The gender of the employee does not play a role in describing in the employee’s brand related behaviors. Hence internal brand management team can design similar programs for men and women and reap the benefits of internal branding practices.

Hypothesis (H7): There is a significant divergence in Internal branding with the change in the location of the employee’s workplace.

A 2 X 2 contingency table analysis was conducted to determine whether there was an association between internal branding and location of the employee’s workplace of the employee. A non-significant relationship was present with chi square = 428.485, df = 410, p =

.255. The hypothesis that there is a significant divergence in Internal branding with the change in the location of the employee’s workplace is rejected. The results of the analysis are shown in tables 4.32 and 4.33.

Table 4.32. Case Processing Summary for Internal branding and Location

Case Processing Summary						
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
IBM * Location	391	74.9%	131	25.1%	522	100.0%

Table 4.33. Chi-Square Tests for Internal branding and Location

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	428.485a	410	.255
Likelihood Ratio	433.370	410	.205
N of Valid Cases	391		

The location of the worker has no role in describing in the employee’s brand related behaviors. Hence, a single but efficient plan can be developed for all the employees across all the locations of the organization to create a unique customer experience of the brand.

Hypothesis (H8): There is a significant change in Internal Branding with the differences in Educational qualification of the employees.

A 2 X 2 contingency table analysis was conducted to determine whether there was any significant change in Internal Branding with the differences in Educational qualification of the employees. A significant relationship was present with chi square = 266.264, df = 205, p = 0.003. The hypothesis that there is a significant change in Internal Branding between with the differences in Educational qualification of the employees is retained. The results of the analysis are shown in tables 4.34 and 4.35.

Table 4.34. Case Processing Summary for Internal branding and qualification

Case Processing Summary						
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
IBM * qualification	391	74.9%	131	25.1%	522	100.0%

Table 4.35. Chi-Square Tests for Internal branding and qualification

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	266.264a	205	.003
Likelihood Ratio	341.532	205	.000
N of Valid Cases	391		

The educational qualifications of the work force plays a significant role in unfolding in the worker's brand behavior as the exposure and understanding levels of employee can vary with his learning. Hence, internal branding team should design practices and programs to suit and develop the brand related behaviors for all the employees.

Hypothesis (H9): There exists a significant dissimilarity in internal branding with the change in designation of employee.

A 2 X 2 contingency table analysis was conducted to determine whether there exists a significant dissimilarity in internal branding with the change in designation of employee. A significant relationship was present with chi square = 518.498, df = 410, p = 0.000. The hypothesis that, there exists a significant dissimilarity in internal branding with the change in designation of employee is retained. The results of the analysis are shown in tables 4.36 and 4.37.

Table 4.36. Case Processing Summary for Internal branding and designation

Case Processing Summary						
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
IBM * designation	391	74.9%	131	25.1%	522	100.0%

Table 4.37. Chi-Square Tests for Internal branding and designation

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	518.498a	410	.000
Likelihood Ratio	488.984	410	.004
N of Valid Cases	391		

The organizational designation of the Human resource plays a major role in explaining the employee's brand behaviors as the responsibility and participation in decision making and team related activities vary at different levels in the organizations. Hence, internal brand

management team should design practices and programs to cater all the level of employees that enable and encourage them to exhibit similar brand related behaviors.

The results of the hypotheses testing shows that, the organizational citizenship behavior mediates the relationship between Personality factors and Internal Branding. It also shows that, internal branding varies significantly with the dissimilarity in age, qualification and designation of the employees, while it has no variation with the distinction of gender and work location of the employees.

CHAPTER 5
CONCLUSIONS

5. CONCLUSIONS

5.1. Conclusions about Internal Branding

The fundamental aim of internal brand management is to develop brand identification amongst its employees (J. M. T. Balmer et al., 2011; Clegg, 1994; Harquail, 2007; Joseph, 2012; McDonald, 2004; Ravens, 2013). This was empirically proven in this study. It was found that the employee brand identification was positively related to internal branding ($r = .76$) and explained 57% of variance of internal branding ($r^2 = .57$).

Internal branding has a positive impact on brand commitment of employees (Khanyapuss & Alan, 2011; Punjaisri & Wilson, 2007; Punjaisri, Wilson, & Evanschitzky, 2008) i.e., employees committed to the brand are more likely to be emotionally attached to the brand and thus can better realize the brand promise (Khanyapuss & Alan, 2011; Thomson et al., 1999). This statements were empirically proven in this study. Employee brand commitment has positive association with internal branding ($r = .65$) and explained 43% of its variance. ($r^2 = .43$)

Chang et al. (2012) describes that internal branding promotes employee brand psychological ownership as the psychological know-how, that makes personnel produce optimistic cognitions and attitudes about the brand, like psychological relationship with the corporate brand, selfless attitude towards activities that are related to the brand. Brand psychological ownership was empirically found to be one of the important measure of Internal branding in this study ($r = .62$) explaining 38% of the variance.

Employee brand loyalty leads to brand specific behaviors that are stimulated by the internal branding practices of the organization (Khanyapuss & Alan, 2011). Brand loyalty of employees was empirically found to be one of the important measure of Internal branding in this study ($r = .63$) explaining 40% of the variance.

5.2. Conclusions about Organizational Citizenship Behavior

Altruism is a voluntary behavior that aids an individual employee job -related tasks and challenges and is an determinant of organizational citizenship behavior. Altruism was empirically established to be one of the important measure of OCB in this study ($r = .51$) explaining 26% of the variance.

Sportsmanship is defined as a individual's behavior that maintains optimistic attitude even in the situations where things go wrong and the individual strives for organization's interests at the cost of personal interests for the success of organization and is considered as a factor of organizational citizenship behavior. The emprical evidence with the present sample did not show a significant relationship with $r = .06$ and not explaining OCB.

Organizational conscientiousness is the employees' inclination to engross in job related activities to a level that is more than usually anticipated level. Organizational conscientiousness was empirically established to be one of the most important measure of OCB in this study ($r = .58$) explaining 31% of the variance.

Courtesy is a optional presentation of selfless and thoughtful actions that avert work-related complications for others. Courtesy was empirically established to be one of the measure of OCB in this study ($r = .28$) explaining 8% of the variance.

Civic virtue stimulates the wellbeing of the organization . Civic virtue was empirically established to be one of the measure of OCB in this study ($r = .31$) explaining 9% of the variance.

5.3. Conclusions about Individual Personality Factors

Extraversion refers to an individual's level of comfort with other relationships. Extraversion was empirically established to be one of the measure of individual Personality factor in this study ($r = .36$) explaining 13% of the variance.

Individuals who are agreeable perform their best in teams, they are goal oriented, they think before they act and they are planned and organised in their tasks. Agreeableness was empirically established to be one of the measure of individual Personality factor in this study ($r = .28$) explaining 8% of the variance.

Conscientiousness trait is considered as an important determinant of performance at work. It was empirically established to be one of the most important measure of individual Personality factor in this study ($r = .63$) explaining 40% of the variance.

An emotionally stable person is calm, secure and enthusiastic. This trait was empirically established to be the second important measure of individual Personality factors in this study ($r = .60$) explaining 36% of the variance.

Openness to experience explains depth, breadth, complexity and originality of a person's experiential and mental life. It was empirically established to be one of the measure of individual Personality factor in this study ($r = .21$) explaining 4% of the variance.

5.4. Conclusions from the Relationships between the Constructs

Individual personality factors were found to have a significant effect on Organizational citizenship behavior. This study empirically investigated the relationship and also found it to be significant with $r = .52$ explaining 27% variance.

Organizational citizenship behavior had a significant influence on internal branding. This relationship was empirically investigated in this study and was found to be significant with $r = .40$ explaining 16% variance.

Individual personality factors were found to have a significant effect on internal branding. This relationship was empirically proven in this study with $r = .37$ and explaining 14% variance.

5.5. Conclusions from the Mediating Relationship

A conceptual model developed using the constructs, acknowledged a mediated model to explain the mechanism of personality factors and OCB leading to internal branding. This relationship was found to be empirically significant in this study.

It was found that the basic relationship between Individual Personality Factors (independent variable) and Internal Branding (outcome variable) is 61.53% explained by the indirect effect (by the presence of OCB (Mediation Variable)).

5.6. Conclusions from the Descriptive Data

It was found from descriptive analysis that, internal branding did not significantly differ with age of the employees, their gender, their educational qualification or the designation but had some variations with the location of the workplace. The locations with lesser number of organizations (Mumbai and Hyderabad) had more variance in internal branding than the location with higher number of organizations (Bengaluru). The probable explanation for this could be that the number of employees working in organizations at Mumbai and Hyderabad are

lesser than Bengaluru, so the strength of the organization at a particular location perhaps might impact internal branding.

From the above observations on the relationships of the factors, a mediating relationship of organizational citizenship behavior between individual personality factors and internal branding was examined. Thus this study highlights the role of Individual personality factors and organizational citizenship behavior on internal branding and proves the mediating relationship of organizational citizenship behavior between personality factors and internal branding.

CHAPTER 6
SUGGESTIONS

6. SUGGESTIONS

The present study has suggested an integrated model of individual perspective of internal branding which the organizations can implement to improve their internal branding and its effectiveness. The model was created based on existing literature and factor analysis, further was checked for reliability and validity.

- The study has established that organizations need to focus on the individual's role which the starting point of internal branding, thus is helping to create a strong internal brand. Personality fit is a key area where companies can focus for developing better internal branding processes. Similarly the strength of internal branding comes from its outcomes that the companies should continuously monitor.
- Organizations should realize that the greatest ally of any brand is its people, and their commitment is the brand's biggest strength. Employees are the driving force of the organization (brand), and thus it is critical for the organizations to have right people at right places, working for the brands.
- Organization citizenship behavior is the extra effort of employees towards the betterment of the organization. These extra efforts are crucial in service based sectors as the service satisfies the varied needs of varied customers (internal and external). The expectations of the customer on the service to be rendered are unknown. Hence a climate promoting citizenship behaviors have to integrate with the organizational culture to develop a sense of ownership, loyalty, identification and commitment towards the brand.
- Psychometric tests can be conducted to understand the personality of an individual during all HR practices (attraction, retention and development) and necessary care

should be taken to promote OCB and thus internal branding thus enabling the theoretical model used in this study go practical benefiting the organizations.

Scope for Future Research

The present study was conducted on IT sector in India. It may be extended to other services sectors like Banking and Insurance, Hospitality etc. in India. Further study can also be conducted to implement and measure the model suggested in the present study in various corporate sectors.

As there is no standard definition of internal brand management in literature, this study adopted few variables to suit the requirement and practicality of the study. Other variables of internal branding can also be analyzed to prove the effectiveness of this relationship.

Big five personality factors were used in this study. This scale can be further replaced with other personality scales like Myers–Briggs Type Indicator (MBTI) for further generalization of this model. Other behavioral dimensions were excluded in this study, so further studies can be conducted with other behavioral dimensions like attitudes, situations etc.

This study also realizes the need for more superior and accurate measures to understand the relationship between the constructs and enable real-world implementation of the model developed in a more simple and practical approach for the organizations.

Limitations of the Study

- The study is cross sectional in nature. Longitudinal studies might bring out highlights on the studied relationships.
- The sample used for the study are employees from IT sector working at three major cities of India. More elaborate examination of the population might throw more insights on the factors.
- Four factors of internal brand management were used to suit the requirement and practicality of the study, a more elaborate working definition of internal brand can bring out new comprehensions.

CHAPTER 7
BIBLIOGRAPHY

7. BIBLIOGRAPHY

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CHAPTER 8
ANNEXURES

8. ANNEXURES

Annexure 1

Measuring Instrument of the Study

Directions: For each of the following statements, please click the option that best reflects your judgement about yourself. The scale used to measure each statement is as follows:

1-Strongly Disagree, 2- Disagree, 3-Neither Agree nor Disagree, 4-Agree, 5- Strongly Agree

I See myself as someone who...						
1	Is talkative	1	2	3	4	5
2	Tends to find faults with others	1	2	3	4	5
3	Does a thorough job	1	2	3	4	5
4	Is depressed	1	2	3	4	5
5	Is original, comes up with new ideas	1	2	3	4	5
6	Is reserved	1	2	3	4	5
7	Is helpful and unselfish with others	1	2	3	4	5
8	Can be somewhat careless	1	2	3	4	5
9	Is relaxed, handles stress well	1	2	3	4	5
10	Is curious about many different things	1	2	3	4	5
11	Is full of energy	1	2	3	4	5

12	Starts quarrels with others	1	2	3	4	5
13	Is a reliable worker	1	2	3	4	5
14	Can be tensed	1	2	3	4	5
15	Is ingenious, a deep thinker	1	2	3	4	5
16	Generates a lot of enthusiasm	1	2	3	4	5
17	Has a forgiving nature	1	2	3	4	5
18	Tends to be disorganized	1	2	3	4	5
19	Worries a lot	1	2	3	4	5
20	Has an active imagination	1	2	3	4	5
21	Tends to be quite	1	2	3	4	5
22	Is generally trusting	1	2	3	4	5
23	Tends to be lazy	1	2	3	4	5
24	Is emotionally stable, not easily upset	1	2	3	4	5
25	Is inventive	1	2	3	4	5
26	Has a confident personality	1	2	3	4	5
27	Can be cold and aloof	1	2	3	4	5
28	Continues until the task is finished	1	2	3	4	5
29	Can be moody	1	2	3	4	5
30	Values artistic, aesthetic experiences	1	2	3	4	5
31	Is sometimes shy, inhibited	1	2	3	4	5
32	Is considerate and kind to almost everyone	1	2	3	4	5
33	Does things efficiently	1	2	3	4	5
34	Remains calm in tense situations	1	2	3	4	5

35	Prefers work that is routine	1	2	3	4	5
36	Is outgoing, sociable	1	2	3	4	5
37	Is sometimes rude to others	1	2	3	4	5
38	Makes plans and follows through with them	1	2	3	4	5
39	Gets nervous easily	1	2	3	4	5
40	Likes to reflect, play with ideas	1	2	3	4	5
41	Has few artistic interests	1	2	3	4	5
42	Likes to cooperate with others	1	2	3	4	5
43	Is easily distracted	1	2	3	4	5
44	Is sophisticated in art, music or literature	1	2	3	4	5
I am often seen by others as a person who...						
45	Helps others who have heavy workloads	1	2	3	4	5
46	Always protests	1	2	3	4	5
47	Believes in giving an honest day's work for a honest day's pay	1	2	3	4	5
48	Consumes a lot of time complaining about trivial matters	1	2	3	4	5
49	Tries to avoid creating problems to co workers	1	2	3	4	5
50	Keeps abreast of changes in the organization	1	2	3	4	5
51	Tends to exaggerate things	1	2	3	4	5
52	Considers the impact of his/ her actions on co-workers	1	2	3	4	5
53	Attends meetings that are not mandatory, but are considered important	1	2	3	4	5
54	Is always willing to lend a helping hand	1	2	3	4	5
55	Attends functions that are not required, but helps the company's image	1	2	3	4	5
56	Reads and keeps up with organization announcements, memos and so on	1	2	3	4	5
57	Helps others who have been absent	1	2	3	4	5

58	Does not abuse the rights of others	1	2	3	4	5
59	Willingly helps others who have work related problems	1	2	3	4	5
60	Always focus on what is wrong, rather than positive side	1	2	3	4	5
61	Takes steps to try to prevent problems with other workers	1	2	3	4	5
62	Thinks that attendance at work is above the norm	1	2	3	4	5
63	Always finds fault with what the organization is doing	1	2	3	4	5
64	Is mindful of how your behaviour effects other people's jobs	1	2	3	4	5
65	Do not take extra breaks	1	2	3	4	5
66	Obeys company rules and regulations	1	2	3	4	5
67	Helps orient new people even though it is not required	1	2	3	4	5
68	Is one of my most hard working and reliable employees	1	2	3	4	5
I Believe that...						
69	My sense of pride towards the organizational brand is reinforced by brand related messages	1	2	3	4	5
70	The success of my organization is my own success	1	2	3	4	5
71	My organization is like a family to me	1	2	3	4	5
72	I belong to my organization	1	2	3	4	5
73	When someone praises my organization, it feels like personal compliment	1	2	3	4	5
74	My commitment to deliver the brand increases along with my knowledge of the brand	1	2	3	4	5
75	I am very committed in delivering the brand promise to my client in my organization.	1	2	3	4	5
76	I have minimal commitment to this organization	1	2	3	4	5
77	I don't feel emotionally attached to this organization	1	2	3	4	5
78	I will be happy to spend the rest of my career in this organization	1	2	3	4	5

79	My intention to stay is driven by the fact that I am capable in delivering the brand promise.	1	2	3	4	5
80	I am willing to implement brand values because I feel my personal values are consistent with brand values	1	2	3	4	5
81	I hope my family and friends feel that my image is consistent with my organization's brand image	1	2	3	4	5
82	I hope clients feel that my image is consistent with my organization's brand image	1	2	3	4	5
83	I feel I am praised when my organization is praised	1	2	3	4	5
84	I defend the brand image of my organization when others criticize it	1	2	3	4	5
85	When others criticize my organization, I will try to improve the defects fundamentally in my work	1	2	3	4	5
56	I often transmit brand positive values to my friends and family	1	2	3	4	5
87	I successfully transmit my organizational brand values while interacting with my clients	1	2	3	4	5
88	I pay attention to opinions of my clients and even make friends with them	1	2	3	4	5

Demographic Details:

Name (Not Mandatory)	
Contact Number (Not Mandatory)	
E Mail (Not Mandatory)	
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Age	<input type="checkbox"/> Below 30 <input type="checkbox"/> 30-40 <input type="checkbox"/> 40-50 <input type="checkbox"/> Above 50
City	<input type="checkbox"/> Bengaluru <input type="checkbox"/> Mumbai <input type="checkbox"/> Hyderabad
Educational Qualification	
Name of the organization (Not Mandatory)	

Name of the Sector	<input type="checkbox"/> IT <input type="checkbox"/> ITES
How many years of full-time work experience do you have?	<input type="checkbox"/> 2-5 <input type="checkbox"/> 5-10 <input type="checkbox"/> 10-15 <input type="checkbox"/> Above 15
How long have you worked in this organization?	<input type="checkbox"/> 2-5 <input type="checkbox"/> 5-10 <input type="checkbox"/> 10-15 <input type="checkbox"/> Above 15
Which level are you at, within this organization?	<input type="checkbox"/> First-Level <input type="checkbox"/> Middle Level <input type="checkbox"/> Top Level.

Thank You

Annexure 2

Cover Letter

Subject: Invitation to participate in research study on Role of Personality Factors and Organizational Citizenship Behavior on Internal Brand Management.

Dear [First name],

Thank you for your consent.

I am G. Radha Kiranmayi, pursuing my doctoral level research on the "Role of personality factors and organization citizenship behavior on internal brand management" in the School of Management Studies at University of Hyderabad.

For the successful completion of my research work, I need data from full time employees having experience in IT and ITES companies who are working in Hyderabad, Bangalore and Mumbai Locations. I request you to please answer this questionnaire to support my research. Your opinion matters to me to complete my research successfully.

Please answer honestly and help me analyze the actual results and reduce the bias in my work. The collected responses will be used exclusively for academic purpose. I assure you that the identities and answers given by the respondents will be kept confidential and only collective analysis would be shown in the report.

This survey has 88 questions and it takes around ten minutes of your time. Most of the questions related to the study are compulsory, whereas the questions related to your

identification are completely optional. (They would be used only in case any further clarifications are required in the answers provided.)

I thank you in advance for your support and help. If you have any questions or concerns at this point or in the future, please feel free to contact.

Thank you,

G Radha Kiranmayi
Research Scholar
School of Management Studies
University of Hyderabad
Gachibowli, Hyderabad
Telangana – 500032

Annexure 3

Invitation Email

Subject: Invitation to participate in research study on Role of Human Resource Management in Diversity Management

Dear [First name Last name],

I am, G Radha Kiranmayi, a research scholar from University of Hyderabad writing to you to request your help with my research work. I am conducting a survey study on the Role of Personality Factors and Organizational Citizenship Behavior on Internal Brand Management.

I would like to give you information about the survey being undertaken and explain why we hope you will participate.

The purpose of the study is to better understand the role of Personality Factors on Internal Branding and how Organizational citizenship Behavior plays a role between the above relationships. Individual's role in Internal Branding is important for the organizations success but thus far have received little research attention.

A random sample of employees from IT companies are contacted to participate in this study. To give you access to the survey, a web link is provided in this invitation. I assure confidentiality to all participants of the study. Your email address or other personal information will never be associated with your survey responses. All participants will receive a summary report of the study findings.

Kindly let me know your consent regarding the participation. Thank you for your time and consideration. It is only with the generous help of people like you that my research can be successful.

Sincerely,

G Radha Kiranmayi
Research Scholar
School of Management Studies
University of Hyderabad
Gachibowli, Hyderabad
Telangana – 500032

URL Link:

<https://docs.google.com/forms/d/e/1FAIpQLSfULu8eqFyk6LHkoqbyccY8vy78HP0tqRgMETPIPSEMI45YyA/viewform#responses>

Annexure 4

Reminder Email 1

Subject: [Reminder] Invitation to participate in research study on Role of Personality Factors and Organizational Citizenship Behavior On Internal Brand Management

Dear [First Name Last name],

About a week ago, you received an e-mail message requesting your participation in a research study of how Personality Factors and Organizational Citizenship Behavior appear to be the important in creating positive outcomes out of Internal Branding practices. Participating in the study involves completing an email-based survey questionnaire. If you have already completed the survey, please accept our sincere thanks.

If you have not yet had a chance to complete the survey, please take a moment to go to the link below and complete the online survey. We are especially grateful for your participation because it is only through executives like you sharing your experiences that we can understand the role of Personality Factors and Organizational Citizenship Behavior On Internal Brand Management.

<https://docs.google.com/forms/d/e/1FAIpQLSfULu8eqFyk6LHkoqbyccY8vy78HP0tqRgMETPIPSEMI45YyA/viewform#responses>

Thank you, in advance, for your willingness to participate in this study. If you prefer to complete the survey in printed format, please feel free to contact.

Sincerely,

G Radha Kiranmayi

Research Scholar

School of Management Studies

University of Hyderabad

Gachibowli, Hyderabad

Telagana – 500032

Phone: 9550944141

Email: radhakiranmayi@gmail.com

Annexure 5

Reminder Email 2

Subject: [Reminder] Invitation to participate in research study on Role of Personality Factors and Organizational Citizenship Behavior On Internal Brand Management

Dear [First Name Last name],

About three weeks ago, you received an e-mail message requesting your participation in a research study of how Personality Factors and Organizational Citizenship Behavior appear to be the important in creating positive outcomes out of Internal Branding practices. Participating in the study involves completing an email-based survey questionnaire. If you have already completed the survey, please accept our sincere thanks.

If you have not yet had a chance to complete the survey, please take a moment to go to the link below and complete the online survey. We are especially grateful for your participation because it is only through executives like you sharing your experiences that we can understand the role of Personality Factors and Organizational Citizenship Behavior On Internal Brand Management.

<https://docs.google.com/forms/d/e/1FAIpQLSfULu8eqFyk6LHkoqbyccY8vy78HP0tqRgMETPIPSEMI45YyA/viewform#responses>

Thank you, in advance, for your willingness to participate in this study. If you prefer to complete the survey in printed format, please feel free to contact.

Sincerely,

G Radha Kiranmayi

Research Scholar

School of Management Studies

University of Hyderabad

Gachibowli, Hyderabad

Telagana – 500032

Phone: 9550944141

Email: radhakiranmayi@gmail.com

Annexure 6

Reminder Email 3

Subject: [Reminder] Invitation to participate in research study on Role of Personality Factors and Organizational Citizenship Behavior On Internal Brand Management

Dear [First Name Last name],

About six weeks ago, you received an e-mail message requesting your participation in a research study of how Personality Factors and Organizational Citizenship Behavior appear to be the important in creating positive outcomes out of Internal Branding practices. Participating in the study involves completing an email-based survey questionnaire. If you have already completed the survey, please accept our sincere thanks.

If you have not yet had a chance to complete the survey, please take a moment to go to the link below and complete the online survey. We are especially grateful for your participation because it is only through executives like you sharing your experiences that we can understand the role of Personality Factors and Organizational Citizenship Behavior On Internal Brand Management.

<https://docs.google.com/forms/d/e/1FAIpQLSfULu8eqFyk6LHkoqbyccY8vy78HP0tqRgMETPIPSEMI45YyA/viewform#responses>

Thank you, in advance, for your willingness to participate in this study. If you prefer to complete the survey in printed format, please feel free to contact.

Sincerely,

G Radha Kiranmayi

Research Scholar

School of Management Studies

University of Hyderabad

Gachibowli, Hyderabad

Telagana – 500032

Phone: 9550944141

Email: radhakiranmayi@gmail.com

Annexure 7

Results of Normality Test

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
P-C3	522	4.27	.817	-1.690	.107	3.826	.213
P-C8	522	4.23	.812	-1.689	.107	4.026	.213
P-C13	522	4.34	.912	-2.071	.107	4.801	.213
P-C18	522	4.21	.881	-1.960	.107	4.876	.213
P-C23	522	4.15	.795	-1.613	.107	3.982	.213
P-C28	522	4.32	.883	-1.954	.107	4.492	.213
P-C33	522	4.27	.891	-1.985	.107	4.785	.213
P-C38	522	4.18	.851	-1.892	.107	4.855	.213
P-C43	522	4.21	.869	-1.923	.107	4.796	.213
P-A2	522	3.00	1.333	-.181	.107	-1.452	.213
P-A7	522	3.20	1.460	-.101	.107	-1.547	.213
P-A12	522	3.03	1.601	-.106	.107	-1.653	.213
P-A17	522	3.22	1.281	.004	.107	-1.525	.213
P-A22	522	3.15	1.364	-.077	.107	-1.469	.213
P-A27	522	3.19	1.442	-.092	.107	-1.532	.213
P-A32	522	3.16	1.306	-.050	.107	-1.453	.213
P-A37	522	3.12	1.479	-.116	.107	-1.531	.213
P-A42	522	3.22	1.355	-.049	.107	-1.519	.213
P-E1	522	4.27	.960	-1.694	.107	2.634	.213
P-E6	522	4.09	1.037	-1.775	.107	2.973	.213
P-E11	522	4.21	.963	-1.676	.107	2.731	.213
P-E16	522	4.14	1.035	-1.780	.107	2.975	.213
P-E21	522	4.06	1.013	-1.794	.107	3.174	.213

P-E26	522	4.29	.787	-1.999	.107	6.231	.213
P-E31	522	4.18	.744	-1.787	.107	5.838	.213
P-E36	522	4.10	.831	-1.966	.107	5.412	.213
P-O5	522	4.18	.723	-1.517	.107	4.294	.213
P-O10	522	4.28	.841	-2.037	.107	5.630	.213
P-O15	522	4.17	.755	-1.696	.107	4.974	.213
P-O20	522	4.31	.821	-1.960	.107	5.295	.213
P-O25	522	4.13	.751	-1.886	.107	6.059	.213
P-O30	522	4.40	.797	-2.163	.107	6.482	.213
P-O35	522	4.33	.855	-2.123	.107	5.815	.213
P-O40	522	4.16	.736	-1.856	.107	6.225	.213
P-O41	522	4.22	.732	-1.751	.107	5.712	.213
P-O44	522	4.25	.828	-2.012	.107	5.767	.213
P-N4	522	2.09	1.219	1.306	.107	.696	.213
P-N9	522	2.09	1.278	1.304	.107	.554	.213
P-N14	522	2.15	1.236	1.219	.107	.418	.213
P-N19	522	2.03	1.287	1.242	.107	.303	.213
P-N29	522	2.24	1.190	1.282	.107	.659	.213
P-N34	522	2.13	1.237	1.254	.107	.515	.213
P-N39	522	2.18	1.198	1.267	.107	.639	.213
P-N24	522	1.94	1.270	1.346	.107	.584	.213
O-A1	522	4.18	.845	-1.832	.107	4.580	.213
O-A10	522	4.15	.863	-1.975	.107	5.202	.213
O-A13	522	4.11	.888	-1.827	.107	4.189	.213
O-A15	522	4.17	.913	-1.972	.107	4.715	.213
O-A23	522	4.11	.848	-1.953	.107	5.179	.213
O-S2	522	3.79	1.122	-1.663	.107	1.905	.213
O-S4	522	3.92	1.092	-1.575	.107	1.940	.213
O-S7	522	4.17	1.153	-1.625	.107	1.744	.213
O-S16	522	3.95	1.072	-1.540	.107	1.889	.213
O-S19	522	4.04	1.152	-1.559	.107	1.662	.213
O-CON3	522	4.20	.948	-1.661	.107	2.772	.213

O- CON24	522	4.10	.938	-1.654	.107	2.990	.213
O- CON18	522	4.22	1.021	-1.816	.107	3.100	.213
O- CON21	522	4.12	.983	-1.778	.107	3.276	.213
O- CON22	522	4.08	.907	-1.610	.107	3.015	.213
O-COU5	522	4.02	1.160	-1.486	.107	1.428	.213
O-COU8	522	3.95	1.003	-1.234	.107	1.105	.213
O- COU14	522	3.99	1.191	-1.412	.107	1.119	.213
O- COU17	522	3.96	1.094	-1.428	.107	1.492	.213
O- COU20	522	3.88	1.119	-1.230	.107	.862	.213
O-CV6	522	3.93	1.031	-1.283	.107	1.281	.213
O-CV9	522	3.92	1.013	-1.246	.107	1.184	.213
O-CV11	522	3.96	1.057	-1.268	.107	1.119	.213
O-CV12	522	3.92	1.050	-1.292	.107	1.223	.213
BPO16	522	3.93	.885	-.744	.107	.619	.213
BPO17	522	3.93	.873	-.490	.107	-.196	.213
BPO18	522	3.96	.790	-.588	.107	.511	.213
BPO19	522	4.09	.894	-1.059	.107	1.343	.213
BPO20	522	3.88	.922	-.766	.107	.470	.213
BPO21	522	3.80	.958	-.767	.107	.519	.213
BPO22	522	4.02	.841	-.758	.107	.485	.213
BPO23	522	3.98	.826	-.907	.107	1.274	.213
BPO24	522	4.07	.824	-.783	.107	.714	.213
BI1	522	4.29	.601	-1.174	.107	5.510	.213
BI2	522	4.36	.617	-1.404	.107	6.154	.213
BI3	522	4.37	.641	-1.797	.107	8.265	.213
BI4	522	4.40	.634	-1.628	.107	6.814	.213

BI5	522	4.33	.590	-.863	.107	3.248	.213
BC6	522	4.33	.722	-1.945	.107	6.920	.213
BC7	522	4.41	.696	-1.820	.107	5.966	.213
BC8	522	4.51	.707	-2.118	.107	6.613	.213
BC9	522	4.41	.712	-1.973	.107	6.710	.213
BL10	522	4.39	.629	-1.504	.107	6.119	.213
BL11	522	4.34	.608	-1.255	.107	5.512	.213
Valid N	522						
(listwise)							

Annexure 8

Reliability after scale refinement

Item	Cronbach – alpha before deletion	Cronbach – alpha after deletion
		.940
	.939	
PE26		
BPO21	.902	.906

Annexure 9

Systematic Bias

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.307	19.667	19.667	17.307	19.667	19.667
2	10.669	12.124	31.791			
3	5.400	6.136	37.927			
4	5.226	5.939	43.865			
5	4.705	5.347	49.212			
6	4.344	4.937	54.149			
7	3.971	4.513	58.662			
8	3.678	4.180	62.842			
9	2.964	3.368	66.210			
10	2.733	3.106	69.316			
11	2.537	2.883	72.199			
12	2.113	2.402	74.600			
13	1.823	2.071	76.672			
14	1.194	1.357	78.028			

15	.979	1.113	79.141
16	.843	.957	80.098
17	.758	.861	80.959
18	.668	.759	81.718
19	.631	.717	82.435
20	.613	.696	83.132
21	.591	.672	83.804
22	.554	.629	84.433
23	.529	.601	85.034
24	.511	.580	85.615
25	.493	.561	86.175
26	.486	.552	86.727
27	.462	.525	87.252
28	.451	.513	87.765
29	.434	.493	88.258
30	.421	.478	88.736
31	.389	.442	89.178
32	.368	.418	89.597
33	.367	.418	90.014
34	.358	.407	90.421
35	.336	.382	90.803
36	.330	.375	91.178
37	.320	.363	91.541

38	.304	.345	91.886
39	.293	.333	92.220
40	.284	.323	92.542
41	.270	.307	92.849
42	.261	.296	93.145
43	.257	.292	93.438
44	.254	.289	93.727
45	.241	.274	94.000
46	.231	.263	94.263
47	.221	.251	94.514
48	.211	.240	94.754
49	.209	.237	94.991
50	.202	.230	95.221
51	.198	.225	95.446
52	.187	.213	95.659
53	.182	.207	95.866
54	.178	.202	96.068
55	.175	.198	96.267
56	.166	.189	96.455
57	.164	.186	96.642
58	.161	.183	96.825
59	.155	.176	97.001
60	.151	.171	97.172

61	.145	.165	97.337
62	.143	.163	97.500
63	.141	.160	97.660
64	.135	.154	97.813
65	.127	.145	97.958
66	.122	.138	98.096
67	.118	.134	98.230
68	.114	.129	98.359
69	.110	.125	98.484
70	.107	.122	98.606
71	.101	.115	98.721
72	.095	.108	98.829
73	.093	.106	98.935
74	.086	.098	99.033
75	.085	.096	99.129
76	.084	.096	99.225
77	.081	.092	99.316
78	.077	.088	99.405
79	.068	.078	99.482
80	.068	.077	99.559
81	.061	.069	99.628
82	.059	.067	99.695
83	.055	.062	99.758

84	.050	.057	99.815
85	.046	.053	99.867
86	.043	.049	99.916
87	.041	.047	99.962
88	.033	.038	100.000

Extraction Method: Principal Component Analysis.

Annexure 10

Correlations among Various Constructs

	PC	PA	PE	PE S	PO	OS	OA	OC	OC ON	OC OU	OC V	BO	BI	BC	B L
PC	1														
PA	.12 0**	1													
PE	.18 3**	.21 5**	1												
PES	.13 1**	.42 1**	.12 7**	1											
PO	.33 2**	- .01	.34 6**	.08 4	1										
OS	.05 0	.26 0**	.10 1*	.19 2**	.18 7**	1									
OA	.22 5**	.09 9*	.18 2**	.12 5**	.37 9**	.05 5	1								
OC	.14 7**	.08 4	.09 6*	.17 5**	.12 7**	.06 7	.18 6**	1							
ON	.11 0*	.15 5**	.20 0**	.19 5**	.24 3**	- .02	.27 3**	.135 **	1						
OU	.20 4**	.16 3**	.21 4**	.22 9**	.21 7**	.14 1**	.12 1**	.014 **	.209 **	1					
V	.28 6**	- .06	.31 0**	.23 7**	.42 5**	.08 4	.22 2**	.186 **	.299 **	.34 3**	1				
BO															

BI	.27	.01	.28	.05	.34	.09	.17	.163	.234	.12	.40	1		
	3**	9	4**	2	7**	0*	8**	**	**	6**	9**			
BC	.23	-	.15	-	.20	.08	.11	.074	.079	.13	.35	.40	1	
	1**	.03	0**	.00	9**	6*	9**			7**	2**	6**		
		9		2										
BL	.29	-	.18	-	.23	.09	.21	.161	.185	.05	.35	.42	.30	1
	8**	.06	2**	.08	8**	4*	8**	**	**	4	2**	2**	6**	
		2		8*										

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Me and My Brand – A Study on Employee Perspective

* G. Radha Kiranmayi

** P. Jyothi

Abstract

An individual is known by his/her personality. Personality, an area studied for almost a century by theorists, psychologists, and researchers, is one of the important determinants of individual behaviour. But the question of 'how it affects the work action' is yet to be properly answered. The studies on understanding the role of personality in different aspects of work behavior are still an area of interest for many inquisitive researchers. This study on similar grounds tried to examine the role of personality factors on employee brand identification in internal brand management. A survey was conducted administering a structured questionnaire on a sample of 232 employees of select IT & ITES companies in Hyderabad. The results indicated that an individual's personality factors affect employee brand identification, and therefore, highlight the importance of having an appropriate person with appropriate personality at work for achieving great results. Therefore, it was implied that, it is important for both branding and HR personnel of the organizations to work in harmony with each other to identify and create a perfect blend of human resources by considering and evaluating the prospect's personality fit along with the technical skills and competencies. Such human resources would then reflect the organization's brand identity as their own identity, thus achieving maximum employee and customer experience.

Keywords : employee brand identification, big five personality factors, internal brand management

JEL Classification : M5, M30, M39

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Organisations brand their products and services for creating a targeted, differentiated, and predicted experience that can develop ultimate customer experience (Dash & Mohapatra, 2016; Joseph, 2012). Transforming this branding concept into internally directed programs to enable the employees to reflect the brand is referred to as internal brand management (Balmer, Powell, Punjaisri, & Wilson, 2011; Harquail, 2007). The fundamental aim of internal brand management is to achieve the ultimate advantage (King & Grace, 2010; Ravens, 2013) by developing brand identification amongst employees (Ravens, 2013).

The concept of employee brand identification emerged from the social identity theory (Ashforth & Mael, 1989; Tajfel & Turner, 1979). Brand identification of employees in an organization is a strategy that attempts to create a psychological contact (Ashforth & Mael, 1989; Ashforth & Mael, 1996; Harquail, 2007) between the brand and the employees that empowers the employees to develop belongingness towards the brand and take pride in displaying it in their work behaviour (Ashforth & Mael, 1989).

The second aspect of this study is personality factors. The literature on personality offers several different methods of measuring and understanding it (John & Srivastava, 1999). One such measure of personality is "Big

* *Research Scholar*, School of Management Studies, University of Hyderabad, C. R., Prof CR Rao Rd, CUC, Gachibowli, Hyderabad, Telangana -500 046. Email : radhakiranmayi@gmail.com

** *Professor*, School of Management Studies, University of Hyderabad, C. R., Prof CR Rao Rd, CUC, Gachibowli, Hyderabad, Telangana -500 046. Email: pjbsp02@gmail.com



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The Role of Employee Brand Identity and Employee Brand Commitment on Employee Brand Performance

¹G. Radha Kiranmayi & ²P. Jyothi

Abstract

Internal branding literature suggests the process to retain right employees and facilitate higher performance. Literature also identified various factors that increase employee performance to develop competitive advantage. It was found that brand identity and brand commitment are vital factors to improve employee brand performance. Therefore, this study tried to identify empirically the role of employee brand identity and commitment on employee brand performance. The results proved a positive relationship between the factors and identified brand identity playing a major role on performance.

Keywords: Internal brand management, Employee brand identity, Employee brand commitment.

Introduction & Literature Review

Corporate branding is defined as a management of systematically planned behaviors to achieve a favorable and affirmative repute with customers of an organization. The behavioral component of brand communicates to the behavior of the human resources, who are observed to have a significant impact on how customers recognize the brand(Hatch & Schultz, 2001; Khanyapuss & Alan, 2011; Mitchell, 2002) and thus become instrumental in developing competitive advantage (Khanyapuss & Alan, 2011; Pringle & Thompson, 2001).

The literature also has shown an increasing appreciation of employee brand supporting behaviors in internal branding (Aurand, Gorchels, & Bishop, 2005; Burmann & Zeplin, 2005;Erkmen & Hancer, 2015; Punjaisri & Wilson, 2007). Thus with the improved significance of employees in organizations, internal branding has stood up as a tool to build a corporate brand by reinforcing employee brand behaviors and attitudes to develop an uninterrupted brand performance and thus deliver the brand promise(Erkmen & Hancer, 2015).

Khanyapuss and Alan (2011) and Stuart (2002)has emphasized on the importance of employee brand identity in internal branding. Employee brand identity is defined as psychological connection (Ashforth & Mael, 1989; Ashforth & Mael, 1996; Harquail, 2007) between the brand and the employee that fosters a strong feeling of being connected with the brand to incorporate the organizational goals, challenges and objectives(Jenewein & Mühlmeier, 2008).It empowers the employees to develop belongingness towards the brand and to take pride in displaying it in their work behaviour (Ashforth & Humphrey, 1993; Ashforth & Mael, 1989; Harquail, 2007). The employees internalises the brand (McDonald, 2004) and reflect it in verbal and non-verbal actions providing an unobtrusive and unproblematic work behaviour leading to enhanced brand performance (Bravo, Buil, de Chernatony, & Martínez, 2017; Harquail, 2007).Internal branding also strives to buoy up the brand commitment of the employees (Mahnert & Torres, 2007). Hoogervorst, Koopman, and Van der Flier (2005) emphasised that employee motivation and brand commitment are significant elements of employee performance.(G Radha Kiranmayi, 2017)

¹Assistant Professor, School of Management Studies, Chaitanya Bharathi Institute of Technology, Hyderabad., Email:radhakiranmayi@gmail.com

²Professor, School of Management Studies, University of Hyderabad, Email: pjbsp02@gmail.com

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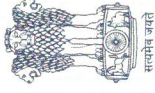

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