

**Exploring the structural relationships of Internal
Branding, Employer Branding, Employee Engagement
and outcome variables in Indian Organized Retail**

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IN
MANAGEMENT STUDIES**

By

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DECLARATION

I, URMILA JAGADEESWARI ITAM, hereby declare that this thesis entitled **“Exploring the structural relationships of internal branding, employer branding, employee engagement, and outcome variables in Indian organized retail”** submitted by me under the guidance and supervision of **Dr. Sapna Singh** 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 Institute for the award of any degree or diploma. I hereby agree that my thesis can be deposited in Shodganga/INFLIBNET.

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DEAN

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ABSTRACT

Purpose of the study: The purpose of the study is to explore the structural relationships of Internal Branding (IB), Employer Branding (EB), Employee Engagement (EE) and outcome variables (Employee Job Satisfaction (EJS), Employee Brand Loyalty (EBL) and Employee Brand Performance (EBP)) by identifying the suitable measurement scale for capturing the service employee perceptions in Indian organized retail. Further, the study examines the mediation effect of employee engagement on internal branding, employer branding and outcome variables. Lastly, the study investigates the moderation effect of demographic and functional factors on the study relationships.

Methodology of the study: A survey was completed by 844 front-line employees working in the Indian organized retail using purposive sampling method by administering a structured questionnaire. The study explored the attributes of internal branding, employer branding, employee engagement and outcome variables in Indian organized retail setting by semi-structured interviews, focus group discussions and literature review. The results were analysed using descriptive statistics, exploratory factor analysis, confirmatory factor analysis, structural equation modelling using statistical software programs.

Findings of the study: The study revealed that IB, EB, EE and outcome variables were considered as a robust measurement scales for capturing the service employee perceptions in the Indian organised retail context. The results of CFA statistics for IB and EB individual models revealed that IB and EB have a significant positive direct effect on EE. Further, the CFA statistics of the combined model revealed that the direct effect between IB and EE was not significant and EE have full mediation effect on EB and outcome variables (EJS, EBL and EBP). Finally, the functional factors such as a plan in the next three years and position in the company partially moderate the study relationships.

Implications: The study explored the dynamics of employee related CB practices (IB and EB) and service employees' attitude (EJS) and behavior (EBL and EBP) through a

mediating variable (EE) which was a unique contribution to the organized retailers in terms of increasing the level of employee engagement and balancing the attrition rates.

Keywords: Internal branding, employer branding, employee engagement, front-line employees, Indian organized retail.

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ABBREVIATIONS

ADV	Application and Development Value
AFM	Absolute Fit Measures
AGFI	Adjusted Goodness Fit Index
AMOS	Analysis of Moment Structure
AVE	Average Variance Explained
BOCT	Brand Oriented Communication and Training
BOL	Brand Oriented Leadership
BORT	Brand Oriented Recruitment and Training
BOT	Brand Oriented Training
CAGR	Compound Annual Growth Rate
CB	Corporate Branding
CCH	Coca-Cola Hellenic
CDST	Chi-square Differences ($\Delta\chi^2$) Statistics Test
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CR	Construct Reliability
EA	Employer Attractiveness
EB	Employer Branding
EBL	Employee Brand Loyalty
EBP	Employee Brand Performance
EE	Employee Engagement
EEI	Employee Engagement Index
EFA	Exploratory Factor Analysis
EJE	Employee Job Engagement
EJS	Employee Job-Satisfaction
EOE	Employee Organization Engagement
ESV	Employment and Social Value
EV	Employment Value
FDI	Foreign Direct Investment

ABBREVIATIONS

FV	Financial Value
GDP	Gross Domestic Product
GFI	Goodness of Fit Index
GRDI	Global Retail Development Index
GWA	Gallup Workplace Audit
HR	Human Resource(s)
IB	Internal Branding
IC	Internal Communication
IFM	Incremental Fit Measures
IMT	Intrinsic Motivation Theory
INR	Indian Rupee
IRS	Indian Retail Sector
JE	Job Engagement
KMO	Kaiser – Mayer – Olkin
MBT	Maslach Burnout Inventory
MSQ	Minnesota Satisfaction Questionnaire
NFI	Normed Fit Index
OCRV	Organizational Culture and Reputation
OE	Organization Engagement
ORS	Organized Retail Sector
PA	Psychological Availability
PD	Personal Disengagement
PE	Personal Engagement
PFM	Parsimonious Fit Measures
PGFI	Parsimonious Goodness Fit Index
PM	Psychological Meaningfulness
PMS	Performance Management System
PS	Psychological Safety
RAI	Retailers Association of India

ABBREVIATIONS

RBVT	Resource-Based View Theory
RMR	Root Mean Square Residual
RMSEA	Root Mean Square Error of Approximation
SEM	Structural equation modelling
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
SV	Social Value
TPC	Theory of Psychological Contract
TRS	Total Returns to Share-holders
TSM	Total Stock Market
USD/\$	United States Dollar
VIF	Variance Inflation Factor
WE	Work Engagement

NOTATIONS

%	Percentage
H	Hypothesis
α	Cronbach's Alpha
p	Probability value of Significance level
df	Degrees of freedom
χ^2	Chi-Square
$\Delta\chi^2$	Change in Chi-square
SE	Standard Error
N	Number of observations
M	Mean
B	Unstandardized Beta Coefficient
SD / σ	Standard Deviation
β	Standardized Beta Coefficient
t	t-statistic
R^2	Coefficient of determination
c	Square of inter-construct correlation

CHAPTER I
INTRODUCTION

CHAPTER I

INTRODUCTION

Companies who believe in the term “employee engagement” have been listed as successful corporations. Employee Engagement (EE) was rooted in the literature late 1800’s by Fredrick Taylor and identified “how productivity influenced by employee’s attitudes”. Later, the thought of EE has been advanced and shaped during 1990’s and still many researchers, academicians and consultants are working to reframe the definition to suite accordingly with the current competitive business conditions. In fact, companies believe that the issue of engaging the hearts and minds of employees well remains as one of the greatest organization challenges and also the biggest business differentiator.

EE in the current scenario stands no longer an idea of implementation but has advanced as a strategic tool for top managers to shape the sustainable business. Dynamic global markets and changing economy are forcing organizations to adopt innovative techniques to address the new market realities. In order to execute these new trends in response to the changing context, a highly performing and skilled workforce is required. Therefore, it is important to ensure that this is the beginning of processes that will evaluate and increase the level of EE.

Moreover, the highly performing corporates understand and realize that engaging employees always drives business towards success (People Metrics, 2011). Many academic studies and consulting firms confirm that enhancing EE results in various business outcomes such as customer satisfaction, productivity, employee performance, retention, profitability and much more (Corporate Leadership Council, 2004; Fleming,

Coffman & Harter, 2005; Little & Little, 2006; Towers Perrin-ISR, 2008). Therefore, in general perspective, EE gained a lot of attention among leaders, HR professionals and managers.

1.1 Practitioners' perspective of EE

According to Gallup study, only 13 percent of the workforce was engaged and remaining 87 percent of employees were either not engaged or disengaged worldwide (O'Boyle & Harter, 2015). Employee Engagement Index (EEI) scores show greater fall in six major global economies, that is, Brazil, India, China, Germany, UK and the USA, and China marked the highest and India marked the lowest decline EEI scores (Kenexa, 2011). Further, it also stated that retention has become one of the biggest concerns; retail and manufacturing sector rated the highest decline in EEI scores and lastly, jobs such as sales, supervisory and professional/ technical works were shown with highest decline scores among six major global economies (Kenexa, 2011).

Few research reports listed the top drivers of EE (Towers Perrin, 2003; Bates, 2004) and its impact on employee retention and employee performance (Corporate Leadership Council, 2004; Blessing white, 2005). Further, studies identified a clear relationship between levels of EE with financial performance such as operating margin and net profit margin; and stated that a 5% increase in the level of EE leads to 7% increase in operating margin (ISR, 2003; Towers Perrin, 2005). According to a consultancy study, decreasing turnover rates relates with low recruitment costs and high customer satisfaction, which in turn leads to better shareholders benefits (Aon Consultant, 2000). Later, engagement has been connected with various organizational dimensions like organization culture (Oakley, 2005), organization change (Smythe, 2005), employee loyalty (Reichheld, 2001), job

satisfaction (Drizin, 2005) and much more. From the above studies, it is very clear that the term EE has slowly extended its importance in every top-management activity and has become a success factor in company's HR strategy.

1.2 Theoretical support and justification

The above practitioners arguments and findings were greatly supported by academicians in their research works. According to engagement literature, three psychological conditions of personal engagement given by Kahn, (1990), six antecedents of job engagement identified from burnout literature by Maslach, et.al., (2001), and several developments from Saks, (2006) multi-disciplinary notion were formed as a theoretical base for the practitioners in identifying the top drivers of EE. Similarly, business outcomes such as employee loyalty, low employee turnover, profits, employee productivity, employee performance, job satisfaction and much more having a significant positive relationship with EE (Harter, Schmidt, & Hayes, 2002; Luthuns & Peterson, 2002; Saks 2006). Therefore, the term EE has been part of the academic literature because the various aspects of EE identified, studied and discussed by practitioners and leaders were researched in detailed over many years by the academic world.

From both practitioners and academicians perceptive, it can be infored that the concept of EE has been linked with various organizational attributes. One such important attribute that linked with employee engagement is organization's brand or corporate brand. According to a research study conducted by Conference Board it was found that the corporate brand acts as a vital tool in attracting, retaining and engaging employees (Dell, et al., 2001). Furthermore, employees who feel positive about the collaboration among the business model and brand values incline to stay longer with the company, and also be

more engaged, leading to higher productivity (Society for Human Resource Management, 2010).

According to Lee et al., 2013, internal branding acts as an antecedent of employee engagement. The employees who provided with job-related care and internal support by the management tend to reciprocate themselves by engaging with the job and organization (Lee et al., 2013). Similarly, studies suggested that employees who are “engaged” would exhibit a higher level of employee job satisfaction and employee brand loyalty, leading to better job performance when compared with their counterparts (Lee et al., 2006; 2013).

In a case study carried on Coca-Cola Hellenic revealed that the company experienced a significant increase in the level of employee engagement, that is, 36%, 43% and 55% in 2006, 2007 and 2010 respectively after initiating a corporate –wide integrated employer brand in the year 2005 (Kunerth & Mosley, 2011). Several other studies emphasized that there exists a relationship between employer branding and some elements of organizational performance like turnover rate, talent acquisition, compensation, organization culture and commitment (Collins & Han, 2004; Xia & Yang, 2010; Helm, 2011; Kucherov & Zavyalova, 2012). Internal branding and employer branding schemes lead to acquiring desired service employee outcomes. Further researchers revealed that engaging employees with the organization’s brand have become one potential area of research. Therefore, understanding the mechanism between internal branding (IB), employer branding (EB), employee engagement (EE), and outcome constructs (employee job-satisfaction (EJS), employee brand loyalty (EBL) and employee brand performance (EBP)) will contribute extensively towards academic and industry.

In a recent study, EEI score shows that India marked the lowest decline rate when compared with China, Brazil, UK and USA (Kenexa, 2011). However, Kohli and Grover (2013), found that only 8% of India's workforce is said to be engaged, and 32% and 60% were actively disengaged and disengaged respectively in their workplace. According to FICCI report, a retail industry which is the fastest growing service industry in India reported 25-35% of attrition level (FICCI, 2012). Similarly, RAI-TCS Study also confirms that employee attrition continues to be a major concern in retail and further added 55% of value retailers having about 8% attrition rate every month which amounts to nearly 100% a year (A RAI - TCS Study, 2013). Therefore, it is very difficult to maintain such high attrition rates by a service-intensive industry. It is one of the greatest challenges for HR managers (Shao & David, 2007).

Engaging service employees have a significant positive impact on customer satisfaction and negative impact on employee attrition. This was supported by the global survey conducted by Aon Hewitt during 2008 to 2010 on 6.7 million workforces from more than 2,900 organizations and confirmed that positive relationship exists between organizational success and employee engagement (Aon Hewitt, 2011). Moreover, the concept of brands and branding, widely used as a marketing tool, are also well accepted and implemented in service industry particularly in the retail sector. Developments in branding literature highlighted the applicability of branding from products and services to the company and from company to entire corporation where the involvement of all stakeholders became crucial. Branding in customer or marketing context is nothing but attracting, engaging and retaining existing and potential customers. Similarly, the study tries to apply the same logic to potential and existing employees to attract, retain and

engage with the retailer brand for a longer period. This was consistent with the study by Hewitt Associates (2005), which found that EE was listed as second on the top five benefits of EB and concluded that 91% of managers rated EE as the critical emerging global trend in the overall employee related corporate branding process.

1.3 Statement of the problem

To sum up, an increase in attrition rates and a low level of employee engagement are the greatest challenges in the Indian services sector. Attracting, retaining and engaging the service staff for a longer period with the organizations brand become a major strategic component in the employee related corporate branding process. Therefore, the current study believes that addressing the synergy between IB, EB and EE would make several contributions to both academic and practical research. From the academic point of view, this study would tighten the relationship between employee related brand activities (IB and EB), employee engagement and outcome constructs. Because study considers EE as a mediating construct between the input and outcome constructs, the findings will illustrate the mechanisms through which IB and EB efforts leads to positive outcomes (EJS, EBL, and EBP); and moreover, identifying and using the multiple brand activities of IB and EB are vital in strengthening the organizations brand value. Similarly, from the practical point of view, the current study will show whether exploring in employee related corporate branding activities pays off in the form of improved EE and better employee outcomes (EJS, EBL, and EBP) in a services context.

1.4 Purpose of the study

From the above discussions, the current study seeks to explore the structural relationships of IB, EB, EE and outcome variables by identifying the suitable measurement scales to capture the service employee perceptions in Indian organized retail. The specific purpose of the current study is to:

- Identify and validate the measurement scales for each construct in Indian organized retail context.
- Conceptualizing and linking the individual and combined effects of IB and EB on EE and outcome variables.
- Investigating the influence of mediating variable (EE) on input (IB and EB) and outcome variables (EJS, EBL and EBP).
- Examining the moderation effect of demographic and functional factors of front-line employees on study relationships.

1.5 Operational definitions

Employee engagement, internal branding, employer branding, employee job satisfaction, employee brand loyalty and employee brand performance are the key constructs of the study. These are defined below as follows:

- **Employee Engagement (EE)**

According to Saks (2006), EE is a combination of emotional, cognitive and behavior elements linked with individual role performances.

This study operationalized EE as a *“the amount of intellectual, passionate and behavioral conditions that an employee is prepared to dedicate to one’s own job*

and organization is in response to the social, emotional and economic resources provided by the organization”.

- **Internal Branding (IB)**

According to Keller (2003) and Choi (2006), IB is the process of providing clear actions and directions to the existing employees in order to deliver consistent brand meaning and messages to target audience.

This study operationalized IB as a *“process of informing, reminding and motivating the existing employees about the organization's brand and values that they are serving for”.*

- **Employer Branding (EB)**

According to Ambler and Barrow (1996), EB is the bundle of functional benefits, economic benefits and psychological benefits delivered by the employer throughout employment, and identified with the employing firm.

This study operationalized EB as a *“construct which captures the employee perceptions of functional, financial and psychological advantages provided by the employer”.*

- **Job Satisfaction**

According to Brown & Peterson, (1993) job satisfaction in service orientation has been referred as the service providers’ emotional evaluations about the situations and experience of the jobs they provided.

Employee Job Satisfaction (EJS) is the *“set of the favourable or unfavorable attitudes of an employee towards the job and its components”.*

- **Employee Loyalty**

According to Becker et al., (1995), employee loyalty is an individual attitude and willingness to work beyond expectations to achieve organization goals.

Employee Brand Loyalty (EBL) is a “*degree to which employee is willing to transmit brand supporting psychological ownership, commitment to stay and positive word of mouth associated with the job and the organization*”.

- **Employee performance**

According to Campbell (1990), employee performance as an individual-level variable and is defined as whether a person executes his/her job duties and responsibilities well.

Employee brand performance (EBP) is a “degree to which employee willing to shape the social and psychological context of the organization’s brand to the external world”.

- **Indian organized retailer**, in this study, is *referred to any corporate organization that entered into organized retail segment; licensed and registered for trading activities and payment of taxes respectively in India.*
- **Indian organized corporate front-line employees**, in this study, *refer to staff interacting with customers or store staff or customer touch-points.*

1.6 Rationale of the study

In this competitive business markets, engaging the hearts and minds of employees has become one of the greatest and toughest challenge for many Indian organizations, in particular to the services context (Kenexa, 2011; FICCI, 2012; A RAI-TCS Study, 2013; Kohli & Grover, 2013). Long-term association with employer and employee is very important for the success of any business organization in the dynamic competitive

markets, particularly in service organizations. Because strong and positive relationships always make service employee's to understand the conditions of employment and identify themselves as a part of the organization and its success. Also, well-performing and highly-engaged service employees are termed to be a critical business differentiator in this competitive environment (Punjaisri et al., 2009a; Lee et al., 2013).

All over the world, 30 percent of the companies are struggling to identify the right employees, whereas, the cost of employee replacement is approximately equaled to half of their annual salary (Manpower Inc, 2009; Aon Hewitt, 2012). Therefore, engaging existing employees leads to lower turnover rates, lower recruitment costs and higher customer satisfaction (Aon Consultant, 2000). However, the term EE evolved during 1990's, but still engagement researchers acknowledge that the concept of EE lacks a definitive consensus and suggested that each scholarly work seems to focus on different factors of the construct rather than all at once nevertheless contributing to the nomological space (Dell et al., 2001; Saks, 2006; Lee et al., 2013; Piyachat, 2015). Therefore, study believe that investigating the influence of employee related brand activities on EE and outcome variables will benefit to organizations in many ways and importantly harmonises the employee's emotional attitude and behaviour with the organization's brand promise delivery, at each service encounter (Saks, 2006; Foster et al., 2010; Kunerth & Mosley, 2011; Punjaisri & Wilson, 2011; Lee et al., 2013).

There are limited studies which examined the synergy between employee related brand practices on EE and outcome variables. Further, very few studies investigated the mediating role of EE on employee brand practices and outcome variables and particularly no studies in Indian services context discussing the above-stated relationships. The

rationale for the study is to understand the service employee perceptions on IB, EB, EE and outcome variables and how these branding practices influence their attitude and behavior towards organizations brand. Accordingly, service organizations open their avenues for building strong and innovative engagement strategies to retain their existing service employees and to make them deliver the consistent brand promise to the external stakeholders.

1.7 Research process of the study

In general, every study starts with a review of literature in order to identify the research gaps and questions and the flow shown in figure 1.1. Similarly, the current study also adopted the same approach by reviewing the available literature on EE and the concepts and theories linking EE and outcome variables with the employee related corporate brand activities (IB and EB). The study identified service organizations, particularly, an organized retail sector in India to test the developed relationships.

Further, the study examined critical measures and dimensions of each construct (EE, IB, EB, EJS, EBL, and EBP), conceptualized the link between the constructs, and investigated the mediation and moderation effects among the drawn relationships. A structured questionnaire was designed from the literature review, semi-structured interviews, focus group discussions and a pilot survey was conducted to finalize the scale items. The final data was collected from customer touch-points working in five organized corporate retailers in south India through online and offline survey. Suitable and relevant statistical techniques were considered to analyze the valid data. Lastly, a clear and systematic report has been written based on the findings of the study.

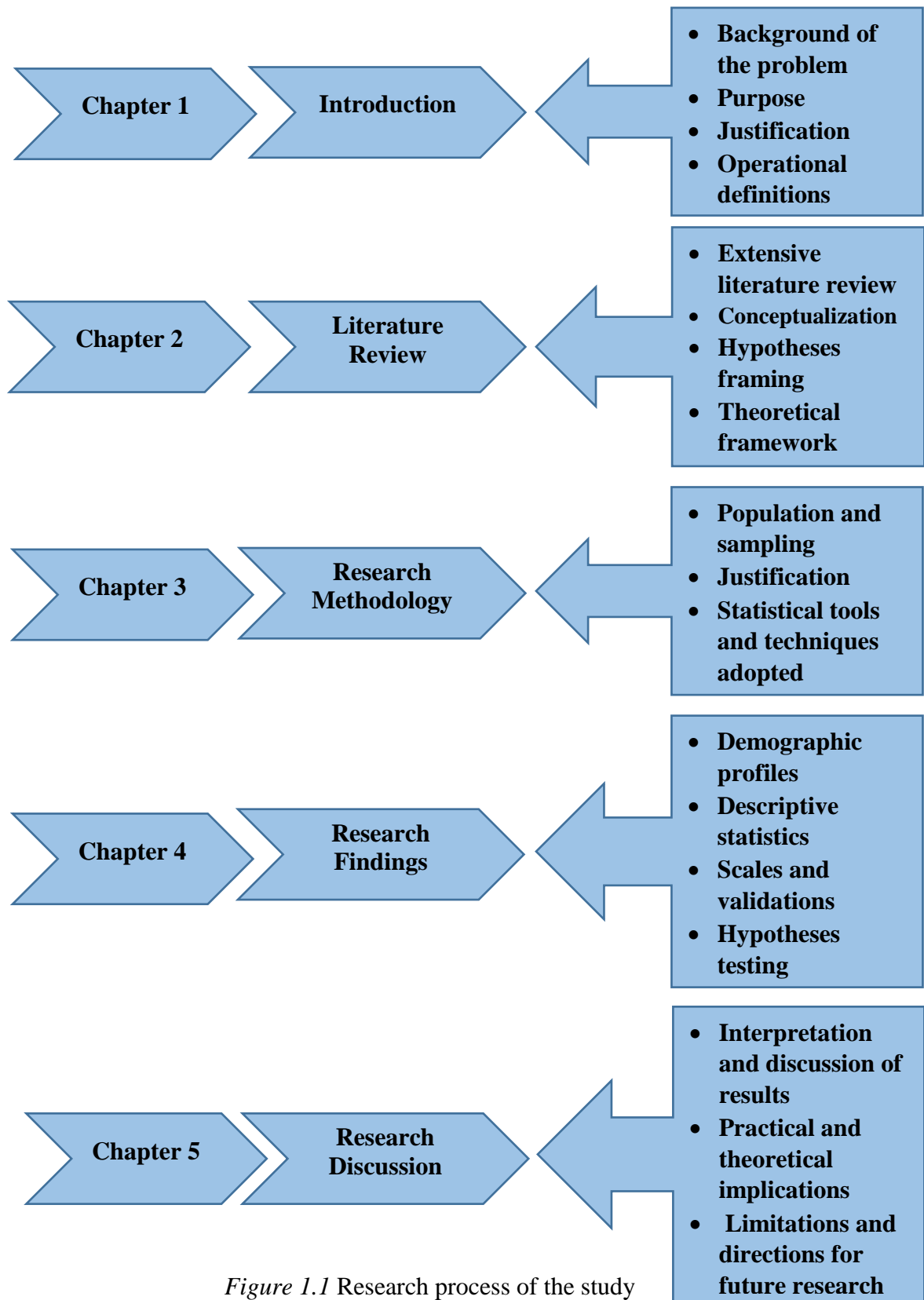


Figure 1.1 Research process of the study

The background of the research problem, justification and operationalised definitions of the study constructs and research flow were discussed in the current chapter. The chapter 2 begins with the extensive literature review, identifies the research gaps, framing research questions and objectives and conceptualizes the research relationships. Lastly, chapter formulates the research hypotheses and brings out a theoretical framework for the current study.

CHAPTER 2
REVIEW OF LITERATURE

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2.1 Employee Engagement (EE)

The term “employee engagement” depicts the connection between an organization and its workforce. Many consulting firms, academic researchers and practitioners have explored the concept of EE from different perspectives. Most of their works emphasized that high level of EE lead to a positive impact on the company’s fortune. Therefore, EE has become a corporate buzzword and been widely used by practitioners in business firms.

2.1.1 Background of Employee Engagement

Despite gaining popularity in practice, EE lacks support from the academic literature. The theoretical background of EE does not fully demonstrate the reasons behind exhibiting different levels of engagement with the job and the organization in response to the conditions offered by the company. However, Kahn (1990) and Saks (2006) suggested that these changeable levels of engagement could be described by intrinsic motivation theory and social exchange theory.

Firstly, the intrinsic motivation theory (IMT) explores the behavioural factors of an individual executed for achieving competencies and skills, enjoyment and self-satisfaction (Gottschalg & Zollo, 2007). According to Maslow, fundamental needs of human motivation were arranged into five levels starting from “*physiological, security, social, esteem to self-actualization*” and these classifications must be based on individual goals rather than prompting drives (Maslow, 1943). Secondly, Theory Y extended its

thinking towards achieving business needs by integrating employee desires and needs with the organizational goals (McGregor, 1960). Lastly, Vroom (1964) proposed that employees display certain behaviours to achieve their goals which increase pleasure and avoids discomfort in the organization.

The concept of Social Exchange Theory (SET) is based on social relationships, where the sense of exchange develops among individuals who involve in the relationship (Blau, 1964). SET emphasizes that the exchange rule rely on comparative analysis of benefits and expenses associated with the process (Blau, 1964). Moreover, when these benefits exceed the expenses, people continue in the relationships and stay with the process until they achieve their goals (Blau, 1964). However, people with low exchange orientation fail to respond well when compared with the people having high exchange orientation (Cropanzano & Mitchell, 2005).

In summary, SET and IMT serve as the premise for the EE, when the employees receive emotional, social and economic motivators as outcomes from the organization, they feel obligated to repay by increasing the level of engagement with the workplace (Cropanzano & Mitchell, 2005; Punjaisri & Wilson, 2007). On the other hand, when an organization fails to provide certain favourable conditions to employees, then employees reciprocate the same by disengaging themselves with the job and the organization.

2.1.2 Literature review of EE

According to the academic researchers, the notion of EE literature has emerged under four families such as a) Need-satisfaction family, b) Burnout family, c) Practitioners

family and d) Multidimensional family. Each family of engagement literature has strengthened EE from different perspectives and evolved EE as a broader concept.

The pioneering work on EE was associated with Kahn (1990), also called as the father of employee engagement. The idea of “personal engagement (PE)” and “personal disengagement (PD)” was developed on the premise of the intrinsic motivation theory (Kahn, 1990, p.692). While PE is defined as the “employees differ in levels of connecting selves physically, emotionally and cognitively with the work roles” in contrast, PD as “disconnecting once personal presence with the work roles” (p. 693). Further, Kahn (1990) adopted qualitative research approach to study the applicability of engagement to work with a sample of sixteen summer camp counsellors and sixteen architects from different firms. Two qualitative studies have been conducted while the first study was carried using open-ended questionnaire methods and the second study adopted in-depth interview method. The findings of the study identified three psychological attributes as “*psychological meaningfulness (PM)*, *psychological safety (PS)* and *psychological availability (PA)*”. The PM was associated with “self-appreciation, self-ideas, self-preferences and other personal aspects offered for oneself at workplace” while PS was associated with “fearlessness and non-threatening work environment” and the PA was associated with “presenting self in different role performances without any psychological distractions”.

May et al., (2004), conducted an empirical research to retest the Kahn’s (1990) concept of PE and PD (Shuck, 2010). The replication research study further confirms that all the three psychological attributes (PM, PS and PA) had significant positive relationships with PE, and in particular PM has the highest positive relationship. Finally, May et al., (2004)

concluded that the other work related attributes like working conditions, training and development activities might mediate the effect of PE.

The burnout family of engagement literature is rooted in positive psychology which states that burnout is a destruction of job engagement (JE) (Maslach & Leiter, 1997). Later, it was redefined “JE as the opposite of burnout” (Maslach et. al., 2001; Schaufeli et al., 2002; Seppala et al., 2009). JE was associated with high degrees of motivation and enjoyment whereas burnout as high degrees of fear and de-motivation (Maslach et al., 2001). According to Maslach et al., (2001), “job quantity, socialization, degrees of fairness, values, rewards and control” were the six major burnout dimensions identified from the literature. Excessive workloads, lack of control and authority on work, demotivated reward system, poor relationships among employees and managers, and poor supervision leads to burnout.

Several researchers have empirically measured the levels of burnout using the Maslach Burnout Inventory (MBI) comprises of exhaustion, professional efficacy and cynicism dimensions and confirmed that burnout is opposite to “work engagement (WE)” (Schaufeli et al., 2002; Schaufeli & Bakker, 2004). In addition to measuring the burnout scores, the study also stated that WE are associated with “vigor, absorption and dedication are the three work-related states of an individual” (Schaufeli et al., 2002). Meanwhile, few researchers stated that the meaning of WE and burnout is distinct and the applicability of burnout models fail to explain the actual meaning of WE. Therefore, it calls for interventions and strategies, (Johnson, 2003; Schaufeli & Bakker 2004) and different approaches. Further, Shirom, (2003) criticised that vigor and burnout are indirectly related to each other and do not add value to the existing body of knowledge.

Lastly, Johnson (2003) concluded that burnout-disengagement approach involves physical and emotional components of an individual and fail to adopt cognitive elements of an individual.

The practitioners' family of EE literature has connected the engagement construct to organizational outcomes such as financial performances, customer satisfaction and loyalty, profitability and much more (Harter et al., 2002; Luthan & Peterson 2002; Towers Perrin, 2003; Gallup, 2006; Aon Hewitt, 2011). The term practitioners' family itself communicates that most of the work in this category was carried out by practitioners and these were also supported by academicians.

A meta-analysis was conducted on samples of seven thousand nine hundred thirty-nine (7,939) business units from thirty-six (36) firms using Gallup Workplace Audit (GWA) as a measurement tool. GWA was used to measure the perceptions of employees about their job characteristics, associations at the workplace, and the role of leadership and management. Later categorized employees into three categories – a) Engaged employees – exhibits high degrees of performance and works for the growth of the organization, b) Not-engaged – task completer and not associated with organization growth and success, c) Actively-disengaged- express their disregards with the job and the organization at every possible situation (Gallup, 2006). During this phase, researchers emphasized more on the drivers and outcomes of EE. Few important drivers identified are job satisfaction, fairness and equality in the workplace, fair reward system, health and safety, socialization (Robinson, Perryman, & Hayday, 2004); employee well-being and empowerment (Towers Perrin, 2003; Robinson, Perryman, & Hayday, 2004); career development and succession planning, teamwork (Robinson, Perryman, & Hayday, 2004; DDI, 2005).

Similarly, outcomes of EE were associated with both employees, that is, customer focus, safety, retention, absenteeism, productivity (Hewitt Associates 2005; Markos & Sridevi, 2010; Gallup 2012) and organizational success in terms of profitability, financial performance, customer loyalty and satisfaction, corporate brand image and reputation (Coffman, 2000; Hewitt Associates 2005, Gallup, 2012). However, the practitioner surveys were criticized further by few academicians due to their inability in raising the levels of engagement and also suggested to adopt in-depth interviewing methods and employee feedback into the survey process (Kular, Gatenby, Rees, & Truss, 2008).

Lastly, a multidimensional family of EE was built on the idea of need-satisfaction family, burnout family and practitioners' family. Saks (2006) was the pioneer in differentiating EE as job and organization engagement. The multi-dimensional approach includes individual as well as organization focus and stated that EE is a degree of intellectual and passionate commitment towards one's own job and/or organization (Baumruk, 2004; Shaw, 2005; Richman, 2006; Saks, 2006). Researchers linked employee behaviour with engagement which was not discussed earlier by the three families (Frank et al., 2004; Saks, 2006; Macey & Schneider, 2008). Therefore, Saks (2006) defined EE as "combination of emotional, cognitive and behaviour elements linked with individual role performances".

Further, an empirical investigation has been carried out by Saks (2006) with a sample of 102 employees of distinct job positions from various organizations and concluded that "job engagement (JE) and organization engagement (OE) are distinct with each other". Further, the study identified that perceived organizational support envisages both JE and OE while job characteristics envisage JE and procedural justice envisage OE. In addition

to JE and OE mediates the relationship between the antecedents (procedural justice, job characteristics, perceived organizational support, perceived supervisor support, rewards and recognition, distributive justice) and consequences (job satisfaction, organizational commitment, intention to quit, organizational citizenship behaviour) (Saks, 2006 (p. 604).

Another set of multidimensional work on engagement divided the idea of EE into three states as “trait engagement – personality characteristics of an individual; psychological state engagement – refer to once own involvement to the job and work engagement; behavioural engagement – refer to encouragement towards innovation and organizational effectiveness” (Macey & Schneider, 2008). The idea of Macey & Schneider (2008) was criticized further that the concept of work engagement was discussed in the early engagement literature and it could not be a new concept of distinct meaning (Saks 2008). Further, the concept of state engagement seems to be more than individual job attributes and study fails to provide the supporting arguments (Newman & Harrison, 2008).

In the recent years, engagement researchers acknowledge that the concept of EE lacks a definitive consensus; however, researchers are trying to seek clarifications by linking EE with organizational attributes. Dell et al., (2001) suggested that each scholarly work seems to focus on different factors of the construct rather than all at once nevertheless contributing to the nomological space. Therefore, several studies test the relationship between EE and other constructs such as job satisfaction (Saks, 2006; Abraham, 2012); organizational citizenship behaviour (Robinson et al., 2004; Saks, 2006; Saradha & Patrick, 2011); emotional intelligence (Ravichandran, Arasu, & Arun Kumar, 2011); employer brand (Kurneth & Mosley, 2011); internal branding (Lee, Kim, & Kim, 2013); organisational commitment (Robinson et al., 2004; Saks, 2006).

Based on the systematic literature review, the study conceptualized employee engagement on the premise of SET which was also supported by early engagement works (Saks, 2006). The theoretical foundation of EE explains that when an employee receives social, emotional and economic resources from their workplace, they feel obliged and tend to reciprocate with high degree of engagement with the job and organization. On the other hand, when an organization fails to provide such conditions for employees, they disconnect themselves with the job and the organization (Kahn, 1990; Maslach et al., 2001). Therefore, EE for the study is defined as “the amount of intellectual, passionate and behavioural conditions that an employee is prepared to dedicate to one’s own job and organization is in response to the social, emotional and economic resources provided by the organization”.

2.2 Branding

The concepts of brand and branding are inevitable and are seen everywhere. According to Grassl (1999), branding has been discussed from two different approaches, the first being the “idealistic approach” and also the “materialistic approach”. Idealistic views of branding highlight that brands are customer oriented and are intangible assets in the minds of customers (Arnold, 1992; Keller, 1993; Aaker, 1996). Therefore, brands are initially termed as a collection of “names, signs, terms, symbols or designs” (Kotler, 1997). Later, this was opposed by the materialists and explained brands are interrelated with their products/services and which are inseparable (de Chernatony, 2001). They also rejected the idealistic view of branding as a promise of developing human value and meaning. Because, companies try to project their brands as grandiose and communicate huge promises to the target audience, which may be a good beginning for few brands but

in most of the cases companies fail to keep their promises which hamper the future growth of the brand (Keller, 1998; Aaker & Joachimsthaler, 2000; de Chernatony, 2001; Tosti & Stotzi, 2001). Thus, materialists concluded that branding of a products or services must be purely based on the characteristics, features and behaviours of the actual product or service. However, both idealists and materialists' description of branding emphasised on external aspects, that is, customer perspective and ignores the internal audience. Therefore, studies encompassed the combined approach of employees and customers into the branding activities (corporate branding) and this brings the whole corporation into the process (Blumenthal, 2003).

Several studies highlighted the importance of internal audience in the overall success of corporation (de Chernatony & Riley, 1999; Donath, 2001; Knox & Maklan, 2001; Davis, 2002). Aaker (2002) opposed the outside-in perspective (classical branding) which is more customers' oriented and tactical in nature, leading to the short-term success. He further suggested "the brand leadership model" which focuses more on brand equity rather than brand image. The concept of brand equity is broader than the concept of the brand image which involves both external and internal audience. Furthermore, the model also emphasizes that the leader has to communicate and live the brand both internally and externally (Kapferer, 1997; Aaker, 2002; Burmann & Zeplin, 2005). Therefore, the paradigm shift in evolution of branding has taken a more balanced approach encompassing customers, employees and other stakeholders (Thomson, de Chernatony, Arganbright, & Khan, 1999).

2.2.1 Corporate Branding (CB)

The term corporate branding is an involvement of all stakeholders/members of an organization in the businesses (Hatch & Schultz, 2008). The above statement was supported by Harris and de Chernatony (2001), and stated that bringing employees into the CB process may lead to a psychological contract with the organization and identify them with the organization's brand. Further, strong organizational identity requires a clear alignment between strategic vision, culture and stakeholder's image, whereas, strategic vision is described as the organization's desire for the future, the culture as the shared values, beliefs and standards among internal stakeholders (Hatch & Schultz, 2008). If there is a clear alignment of vision, culture and image it leads to the formation of strong, healthy and successful corporate brand. According to another school of thought, researchers looked at CB which is built on the premise of brand identity components (Harris & de Chernatony, 2001; Balmer & Gray, 2003; Urde, 2003).

The concept of brand identity comprises of six components, where brand vision and brand culture are the central ideas which exhibit similar meaning like strategic vision and culture. The above two components affect brand positioning, brand personality, brand relationship and brand images (Harris & de Chernatony, 2001). Urde (2003) agrees with the above discussions and added organization identity which builds on the core values. Core values guide the overall corporate brand building process by creating alignment between internal and external brand activities of the corporation. Therefore, it is clear from the literature that corporate branding is an umbrella term which encompasses organization's vision, culture and image and much more. If this alignment is not in sync it may lead to misalignment among the brand identity components, leading to employees'

dissatisfaction which in turn fail to support the management aspirations (Hatch & Schultz, 2008). To overcome these misalignments, organizations need to build a strong support system with top-management, external stakeholders, and especially with internal stakeholders. To conclude with, Gronroos (2007) stated that the sharing common beliefs and values among internal stakeholders are vital to the corporate brand success in particular to service corporates.

To a great extent, much of the corporate branding literature has been taken on customers/ external perspectives and very little has been discussed on the internal positioning of brand meaning in the minds of employees which is equally important (Keller, 1999). Further, building strong corporate service brands is more critical in the current competitive markets and it is necessary for any corporate to identify the brand differentiators in the overall brand building process (Lee, Kim, & Kim, 2013). Accordingly, studies highlighted that service employees are the greatest brand differentiators in the overall process and it is very difficult for the competitors to replicate or adopt the idea easily (Punjaisri et al., 2009a; Lee, Kim, & Kim, 2013). Therefore, Internal Branding (IB) and Employer Branding (EB) are considered to be the emerging topics in corporate branding literature which are discussed below.

2.2.2 Internal Branding (IB)

IB is defined as the “set of strategic actions implemented to develop certain brand oriented behaviours of employees in order to deliver consistent and reliable customer experience” (Ashraf, et al., 2011). It is built on the premise of service orientation, where service employees represent the brand qualities at the time of customer interaction. Because of this, the employee’s attitudinal and behavioural aspects were taken as

fundamental between internal and external environment (Punjaisri et al., 2009a). Moreover, it is important to harmonise the employee's emotional attitude and behaviour with the organization's brand promise delivery, at each service encounter (Punjaisri et al., 2009a). Therefore, IB has turned out to be an enabler of an organization to convert the espoused brand standards into reality (Aurand et al., 2005; Burmann et al., 2009; Punjaisri et al., 2009a; Foster et al., 2010).

Much of the IB literature stresses on the holistic approach, where all the organizational aspects such as “communication, identity & image, human resource management & functions, and organizational culture” should be integrated into the IB process (Gotsi & Wilson, 2001; Aurand et al., 2005; Vallaster & de Chernatony, 2005; de Chernatony et al., 2006; Punjaisri & Wilson, 2007; Punjaisri et al., 2008; 2009a; 2009b; Punjaisri & Wilson, 2011). Further, studies also highlighted the importance of IB as a cross-functional activity integrating marketing and human resources (HR) departments (Punjaisri et al., 2009a; 2009b; Burmann et al., 2009). The marketing department is said to be good in handling external branding activities, whereas, HR department is considered to be good in handling internal (employees) activities (Aurand et al., 2005; de Chernatony & Cottam, 2006). Moreover, integrating HR functions into the IB process, will not only help in communicating the brand values to employees, but also includes brand oriented recruitment, brand oriented training activities and brand oriented motivation and leadership leading strong employee brand commitment and on-brand behaviour (Aurand et al., 2005; de Chernatony et al., 2006; Mahnert & Torres, 2007; Punjaisri et al., 2009a; 2009b; Burmann et al., 2009).

Internal communication (IC) can be viewed as the very basic input IB literature, where systematic and planned communication system improves the employees' brand knowledge and also helps in building strong "on-brand behaviours and attitudes" (Harris & de Chernatony, 2001; Pujaisri & Wilson, 2007). IC aim to secure the employees' commitment, and commonly shared vision increases the level of satisfaction and brand loyalty, these are considered as expected outcomes of IB process (de Chernatony, 2001; Burman & Zeplin, 2005). Moreover, storytelling is one of the most successful and widely used IC activities. Using this, managers are able to communicate the brand information in more convincing manner; and transform those brand values into employee day-to-day activities (less abstract) (de Chernatony, 2001; Burmann & Zeplin, 2005; Henkel et al., 2007). In addition, interactive activities like brand workshop also are part of IC activities which help employees to understand the brand meaning and values; and further informed employees that the respective brands act a risk reducers in their industries (de Chernatony, 2001; de Chernatony & Cottam, 2006). Lastly, studies concluded that IC gives clarity on one's role in the brand promise delivery, which has a stronger impact on employee brand commitment and on-brand behaviour (Punjaisri et al., 2009a; King 2010).

Brand oriented recruitment and training (BORT) plays a vital role in the IB process, this impacts the employee performance and productivity (Lee, Kim, & Kim, 2013). Recruiting employees with high state of common agreement between personal and brand values are not very easy; it involves more risk when a less suitable potential hire enters into the system (Burman & Zeplin, 2005; Punjaisri et al., 2009b). Therefore, orientation and training programs should be provided early after recruitment to employees, which

helps employees to handle their job roles perfectly (King & Grace, 2008); because of which they can address the customer requirements and issues with confidence (de Chernatony & Cottam, 2006), and be more customer focused (Lings, Beatson, & Gudergan, 2008). Punjaisri et al., (2009b) stated that brand oriented training programs can enhance employees' skills and knowledge in order to improve the individual's ability to deliver the brand promise clearly.

Another important factor of IB is brand oriented leadership (BOL) which is considered to be vital for consistent brand promise delivery. According to Wallace et al., (2011), great leadership helps service organizations to achieve competitive advantage in the business environment, and also strong employee commitment and on-brand behaviour. Later, studies argued that direct communication from the top management has a greater impact on employee willingness to acquire brand oriented behaviour (Lings et al., 2008). Similarly, when top-management exhibit high brand commitment and work side-by-side with the employees also fosters their satisfaction and loyalty towards the brand. Moreover, management by rewards is good to motivate service employees (Aurand et al., 2005; Morhart et al., 2009). In contrast, few studies argued that only rewards are not seen as an important factor by employees, and also stated that it may not create a positive competitive environment (Punjaisri & Wilson, 2007). Thus, recognition activities like internal award ceremonies, attractive outings and many more add value to the overall IB process (Mahnert & Torres, 2007). Several studies suggested that the motivation and commitment of employees can be influenced by implementing formal and informal control systems by top-management, where a high degree of employee empowerment can be emphasized (Henkel et al, 2007; Burman & Zeplin, 2005). Lastly, literature

highlighted the role of leader and his power to act as a role model to their own employees due to charisma and inspire the service staff to be more successful in tune with the brand promise.

Based on the systematic review of the literature, the study identified IB constituents which are as follows a) IC, b) BORT, and c) BOL. Further, studies concluded that proper implementation of IB practice has a significant effect on employee identification, employee loyalty, employee commitment and employee performance (Punjaisri & Wilson 2011). Therefore, According to Keller (2003) and Choi (2006), internal branding is defined as the process of providing clear actions and directions to the existing employees in order to deliver consistent brand meaning and messages to target audience.

Hence, the study operationalised IB is a process of informing, reminding and motivating the existing employees about the organization's brand and values that they are serving.

2.2.3 Employer Branding (EB)

The concept of IB has focused much on existing employees and their brand supporting behaviours in order to transform the brand messages to the external audience. However, it fails to address the importance of potential hires in the corporate brand building process (Foster et al., 2010). Also, the scope of IB includes only training, internal communication and brand oriented leadership activities and overlook the strategic HR activities in the process. This could be gained by implementing the idea of “employer brand”, which has a potential to create a desire in the hearts and minds of both existing and future employees as an “employer of choice” (Backhaus & Tikoo, 2004; Sullivan 2004). In addition, strong employer brand differentiates itself from the competitors who ultimately

benefit the employer by attracting talented potential hires and retaining skilled existing employees (Collins & Stevens, 2002; Fulmer et al., 2003).

Although, the concept of EB gained attention by both practitioners and academicians, but the theoretical base for the concept is not clearly explained. It is developed on few assumptions drawn from the corporate branding literature, that is, internal resources are vital to any organizational growth and organizations who invest their time and capital on the development of human resources would always benefit with the higher organizational performance and strong employee commitment. Moreover, the study identified three organizational theories to support the above as well as future arguments, they are, “*resource-based view theory (RBVT), person-organization fit theory (POFT), and theory of psychological contract (TPC)*”.

According to Barney (1991) and (2001), RBVT laid emphasis on the features of the firm’s resources, which are valuable, uncommon, and cannot be altered or replaced by their competitors. Resources could be plant, equipment, capital, land, and especially human resources are valuable assets of every organization. Therefore, using EB not only increases the applicant’s size and worth of new recruits which would be tough to imitate by the competitors but also helps in retaining the existing employees (Ambler & Barrow, 1996). Further, EB was initially viewed as an idea of “*employer attractiveness (EA)*” and stated that potential hires always tries to compare their personal values with different organizations brand values, if their individual values fit with the organization's values, they tend to attract and move with the organization's activities (Knox & Freeman, 2006), works on the principle of POFT (Cable & Judge, 1996). Hereby, the TPC is explained as the employee emotional attachment with the organization in an exchange for the

employment benefits (Hendry & Jenkins, 1997). Whereas, in recent trends few employer on job initiatives such as providing excellent working conditions, rewarding and recognising genuine and unique talents, framing strong personal and career development plans and much more in an exchange for employees flexibility and efforts to stay with the company for a long period (Baruch, 2004). All these initiatives were placed in the top row of EB practice and are still grooming by the practitioners in their own style (Hewitt Associates, 2004). The above theories develop a theoretical base for the application of branding activities to human capital would ultimately benefit the employer from both potential as well as existing employees.

Ambler and Barrow (1996) proposed the concept EB and revealed that employer brand is a set of efforts made by a company to communicate that their organization is a desirable workplace to both potential and existing workforce. They defined EB as “the bundle of functional benefits, economic benefits and psychological benefits delivered by the employer throughout employment, and identified with the employing firm (p.187)”.

They conducted in-depth semi-structured interviews with top executives of twenty-seven UK firms and cleared that there exists a relationship between branding and employment activities. This was further supported by the Barrow and Mosley (2005), in their study and defined EB is a collection of both functional and emotional benefits delivered by the employer. Both the studies differentiated rewards, appraisals, incentives, work environment, innovative techniques and advanced technology under functional and economic advantages, whereas, motivation, satisfaction, recognition, work experiences, values and beliefs under psychological/ emotional advantages (Ambler & Barrow, 1996; Barrow & Mosley, 2005). In addition, they revealed that functional and economic

advantages seem to be easy for the competitors to imitate, whereas, acquiring emotional advantages claims to be difficult to replicate leading to sustainable competitive value.

The logic of brand identity in the CB seems to be valid even in the case of EB; the positioning of employer brand in the minds of future and current employees would benefit the organization in many ways. This can be demonstrated with the following brand positioning conditions, firstly, the employer needs to adopt the balancing approach that harmonizes the aspirations and values of various target groups with the values of the employer brand. Secondly, the employer should hire right potential workforce by communicating appropriate messages to the external audience (Dell et al., 2001). Therefore, several studies further advanced the definition of EB as a “long-term strategy developed by the top management in order to attract the right potentials, make them engage with the organizations’ vision, culture and values, and retain them with the organizations’ image and reputation (McKenzie, 2001; Backhaus & Tikoo, 2004; Uncles & Moroko, 2005).

Studies added different viewpoints and approaches to EB, but most of them curtailed the concept to recruitment and selection of potential hires (Lloyd, 2002; Minchington, 2006). The actual theme of EB revealed by Ambler and Barrow (1996) goes beyond the idea of “employer of choice” (Barrow & Mosley, 2005). Although, the concept of attracting potential hires has accepted by practitioners and managers, also reflected in practice, EB is broader than that and is more challenging and tough to both academicians to precisely conceptualise it as well as for the practitioners to translate it in reality (Dell et al., 2001). Few studies revealed that EB is concerned about both internal and external resources, where internal resources are referred as existing employees and external resources as

potential employees in this context (Backhaus & Tikoo, 2004). Also, found that employer brand image is well-known through the interaction of customer-employees, when employer fails to satisfy their needs and wants, they fail to deliver the brand objectives properly to the external audience leading to negative brand image (Rynes et al., 1991; Berthon et al., 2005). Nevertheless, it is important to involve all internal stakeholders in order to ensure the effective corporate brand promise delivery, especially in the services sector where frontline employees are crucial to the brand (Olins, 2004). Accordingly, studies suggested that a great employee value proposition not only provides an economic advantage to the existing employees but also include emotional benefits like work-life balance, a workplace with innovation and smart colleagues, personal and career advancement and much more (Barrow & Mosley, 2005).

Berthon et al., (2005) developed a 32-item scale for employer attractiveness, which is relevant to EB and defined as the “predefined expectations that a potential hire would look in working for a specific company”. The 32-item employer attractiveness scale was developed on the popular framework of EB proposed by Ambler and Barrow, (1996). The developed questionnaire was filled by 683 Australian University final-semester students and conducted a systematic investigation to validate the scale items. Based on the results, the study concluded that the proposed scale was categorized under five dimensions, such as application value and development value captured on functional advantages, social values and interest values on emotional benefits, and economic values of economic advantage. This scale was widely popularised and used to test on different samples like business students, insurance employees, non-profit sports employees, employees of post-graduate schools, on data analysts and much more (Maxwell & Knox,

2009; Bidders et al., 2010). All these studies were said to be consistent with the findings of Berthon et al., (2005) and confirmed that the scale items captures the actual perceptions of existing and potential employees about their employer brand.

Importantly, Berthon et al, (2005) added a valuable note for further research that the developed scale of employer attractiveness can be used in various situations as well as on different workforce groups. This has become a strong base for various studies and tries to use this scale as a checklist to measure the perceptions of existing employees about their EB practices in order to attain the organization's long-term strategy (Bidders et al., 2010; Maxwell & Knox, 2009; Lievens et al., 2007; Knox & Freeman, 2006). Further, findings of the above studies were consistent and supported by a study of Smith et al., (2001) revealed that ecological score has strong impact on attractiveness of potential hires and similarly, pay has strong impact on existing employees' intention to stay with the company for long period (Piyachat, 2015).

Maxwell and Knox (2009), stated that large portion of EB works concentrated on attracting prospective employees, whereas very few works on existing employees. Therefore, they piloted a comparative study on existing employees from five different organizations and found four important EB attributes essential for the existing employees. To begin with, employment attributes are the collection of rewards, leadership style, workplace relationships, nature of work, conditions of work, and workforce characteristics. Secondly, organizational attributes rely on employee perceptions about the organization's past, current and future image and reputation. Further, construed external image rely on employee perceptions of stakeholders take on about the company.

Lastly, products and service attribute stress on the employee perceptions about their products/ services value, reputation and diversity.

Similarly, Barrow and Mosley (2005) have proposed the concept of positioning the employer brand in the minds of existing employees. The study has identified twelve important and critical dimensions of employer brand mix into two sets where the first set termed as “the big picture” relates to organizational policy and context includes reputation, style of management, internal assessment and communication systems, support services, standards and corporate social responsibilities. The second set of employer brand mix is named as “the local picture” relates to employee practices includes recruitment, selection, orientation, appraisals, rewards and recognitions, training, career and development plans, team building activities and excellent workplace conditions. Moreover, the study confirmed that there is no specific theme or a layout for the employer brand and it changes accordingly with the organization attributes, but there should be a match between organizations external and internal attributes. Therefore, study proposed a three-step approach to the practitioners, that the first step could be developing a uniquely employable package to both existing and potential employees; second, the organization's unique employment package must be attractive to the external business markets such as to the consultants, recruiters and other placement firms; lastly, organizations must able to manage consistent brand promises internally and externally and rooted as the part of firms' culture. To conclude with, the above arguments gain lot of attention among academicians and practitioners groups, thus, the concept of EB has been focussed towards many directions such as, linking with the employee outcomes like

employee performance, employee engagement, discretionary efforts and many more (Piyachat, 2015; Kunerth & Mosley, 2011; Hewitt Associates, 2004).

Based on the systematic review of EB literature, the current study identified that the successful implementation of EB activities to both existing and future employees could lead to a sustainable competitive advantage. The central idea of EB is the effective communication system not only to internal employees but also to potential hires. Second, successful employer brands have the ability to hire great talents, engage and retain the existing talents within the organization and also help to lower the recruitment costs, employee attrition and absenteeism while enhancing employee commitment and engagement levels. High degrees of employee commitment and engagement relates to organizational profitability, the total return on investment, and revenue generation which ultimately lead to strong employer presence in the business markets. The study operationalized EB as *“a construct which captures the employee perceptions of functional, economic and psychological advantages provided by the employer”*.

2.3 Outcome Variables

This study identified three employee attitude and behaviour related outcomes that are discussed below.

2.3.1 Employee Job-Satisfaction (EJS)

The term “job satisfaction” was widely used in many people management discussions, that is, in the area of human resource management since 1935. This was first defined by Hoppock (1935), as the truthful feeling of an individual to say that *“I am currently satisfied with my job”* triggered by the combination of psychological, environment and

physiological conditions. EJS stated as a subset of individual attitudes. Attitudes refer to one's own personal reflections towards his/her job and organization and it is more general, whereas, on other hand EJS is dynamic and changes continuously that require greater attention by the managers which in turn leads to high employee performance (Aswathappa, 1996; Hammer et al., 1978).

In the early literature, the concept of EJS was thoroughly explained using the content and process theories of motivation (Rast & Tourain, 2012). The content theories emphasise on the work characteristics that motivates and inspires the employees' behaviours and performances whereas, the process theories focuses on employees diverse needs and their behaviours causing these diversities (Nel at al., 2004; Rast & Tourain, 2012). Further, Gregson (1991) proposed five dimensions of EJS such as work itself, supervision, socialisation, pay and promotion and concluded that level of satisfaction various on the conditions they receive from the employer. Similarly, Thompson and Blain (1992) conducted a survey on career changers using Minnesota Satisfaction Questionnaire (MSQ) and stated that EJS depends on the individual need fulfilment at the workplace. According to Brannigan and Zwerman (2001), stated that certain levels of EJS initiated when they are provided with certain job conditions and concluded that job satisfaction links to employee productivity and design. Therefore, it is clear that the level of satisfaction is directly proportional to the job conditions.

Moreover, EJS literature also highlighted the link between satisfied employee's and organizational success factors in the services context (Locke, 1976; Cranny et al., 1992; Antoncic & Antoncic 2011). EJS refers to employee's general attitudes and feelings towards the job and its characteristics (Gunlu et al. 2010; Kim et al. 2005; Lee et al.,

2006). According to Brown & Peterson, (1993) job satisfaction in service orientation has been referred as the service provider's emotional evaluations about the situations and experience of the jobs they provided. Hereby, it is clear that EJS influences on the service employees work performances like better customer services (Tuzun, 2009), which in-turn leads to company's profitability and growth (Silvestro, 2002). Further, another study stated that EJS has a positive correlation with customer satisfaction, loyalty and their buying intentions (Hartline and Ferrell, 1996). Similarly, Lee et al., (2013) concluded that EJS has a significant positive relationship with the employee loyalty and performance. Thus, the study conceptualised EJS as the set of the favourable or unfavourable attitude of an employee towards the job and its components.

2.3.2 Employee Brand Loyalty (EBL)

Over decades, changing relationships between employee and employer has been evolved from static to more dynamic unexpected ones. The education levels and opportunities have made job contracts more flexible and commitment with the employer is no longer a guarantee with increasing pay benefits, promotions and recognitions. Therefore, several studies has made an attempt to test employee loyalty in various conditions and concluded that employee loyalty is an individual psychological attachment towards an employer/organization that caused as an outcome of increased job satisfaction (Elizabeth et al ., 2013; Kazlauskaite et al., 2012; Chen & Wallace, 2011).

Employee loyalty is a dyadic approach, that the employer and employee who involved in certain professional relationships must be aware of the outcomes and importance of loyalty settings (Knippen & Green, 1996). Studies noted that high employee turnover assumed to be one of the major consequences of poor employee loyalty and concluded

that cost associated with the employee turnover to be greater than the maintenance cost (Carragher, 2011; Milman, 2003; Lam et al., 2001). Lack of employee loyalty is in-turn caused due to lack of EJS, poor management skills, lack of effective internal communication system, inadequate facilities and inequality in rewarding performances (Elizabeth et al., 2013). According to Barlow (2003), unexpected costs in the organizations are highly associated with the unexpected employee turnover and the study clearly stated the mathematical estimations associated with the costs and high turnover in few organizations. These findings were supported by further studies and recommended that investing in HR activities will retain employees and also reduces the expenditures associated with high employee turnover. In addition, they also stated that the maintaining existing employees is less expensive than the recruitment and training associated with potential employees (Moncarz et al., 2009; Holtom et al., 2008).

Several studies highlighted the outcome of employee loyalty is associated with the organizational performances such as customer satisfaction and loyalty, profitability and growth, particularly in the services sector (Elizabeth et al., 2013; Lee et al., 2006). Further, employee loyalty is an individual attitude and willingness to work beyond expectations to achieve organization goals (Becker et al., 1995). However, attitudes are termed as general relationships and may terminate at any time, therefore, it is important to convert the favourable employee attitudes to specific behaviours leading to extra-role performances (Lee et al., 2013; Ahn et al., 2011). According to Park and Kim (2009), employee loyalty has been classified as attitudinal loyalty and behavioural loyalty. Attitudinal loyalty limits to individual needs and situations whereas behavioural loyalty contribute to repurchase intention (customer context) or intent to stay (employee context)

(Jaiswal & Niraj, 2011; de Matos et al., 2009). Therefore, studies highlighted the importance of behaviour loyalty in contrast to attitudinal loyalty which is subjective and difficult to measure (Ahn et al., 2011). In addition, studies proposed four measurable dimensions of employee behaviour towards the organization (behavioural loyalty) based on employee word of mouth, intention to stay or quit, complaining behaviour and benefits insensitivity (Chang et al., 2010; Punjaisri et al., 2008; Zeithaml et al., 1996). Therefore, basing on the prior recommendations and suggestions, the current study also emphasizes on the dimensions of employee behaviour loyalty towards the organization's brand and defines EBL as the “degree to which employee willing to transmit brand supporting psychological ownership, commitment to stay and positive word of mouth associated with the job and organization”.

2.3.3 Employee Brand Performance (EBP)

Job performance is one of the most important dependent variables and it can be defined as the behaviour of an employee. When defining the term performance, it is very important to differentiate between an action aspect and an outcome aspect (Campbell 1990). The behavioural aspect refers to what an individual does in the work situation whereas the outcome aspect refers to the consequence or result of the individual's behavior (Campbell et al., 1993). Borman and Motowidlo (1993) identified two types of employee behavior that are necessary for organizational effectiveness: task performance and contextual performance. *Task performance* was defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core (Borman and Motowidlo, 1997). *The contextual performance* was defined as

performance that is not formally required as part of the job but that helps shape the social and psychological context of the organization (Borman and Motowidlo, 1993).

Contextual performance has been further suggested to have two facets: interpersonal facilitation and job dedication. (1) *Interpersonal facilitation* includes “cooperative, considerate, and helpful acts that assist co-workers’ performance”. On the other hand, (2) *job dedication*, includes “self-disciplined, motivated acts such as working hard, taking initiative, and following rules to support organizational objectives” (Van Scotter and Motowidlo, 1996: p.525). Contextual performance and related elements of performance, such as organizational citizenship behavior (Bateman and Organ, 1983; Smith et al., 1983), prosocial organizational behavior (Brief and Motowidlo, 1986), and extra-role performance (Van Dyne et al., 1995), contribute to organizational effectiveness.

According to Bolton and Drew (1991a), performance scores are tied directly to the current service encounter and also found that these ratings had a direct effect on customer attitudes. Therefore, basing on the prior recommendations and suggestions, the current study also emphasizes on the dimensions of employee performance towards the organization's brand and defines EBP is the “degree to which employee willing to shape the social and psychological context of the organization’s brand to the external world”.

2.4 Indian Retail Sector (IRS)

2.4.1 Overview

India has emerged as one of the most favourable and attractive retail destination for many international investors. According to the reports, the overall retail market value in India during 2013-2014 is estimated at five hundred and thirty-four (534) million US dollars

(INR 31 Trillion), and expected to be seven hundred and ninety-two (792) million US dollars (INR 47 Trillion) by 2017, and the trend move on further to reach nine hundred and forty eight (948) million US dollars (INR 55 Trillion) between 2018-2019 (CCI, 2015; KPMG, 2014). In addition, IRS has been rising at seven percent every year with a contribution of 14-15 percent to the country's GDP, and expanding its economic value in the overall business market (Deloitte, 2013). Over the last five years, IRS witnesses 15 percent Compound Annual Growth Rate (CAGR) which is greater than the country's GDP rate and likely to expect to be 12-13 percent by 2018. Currently, the retail market value is projected around four hundred and ninety (490) billion US dollars, is estimated to rise at a CAGR of six percent to touch the mark of eight hundred and sixty-five (865) US dollars by the year 2023 (CCI, 2015).

Global Retail Development Index (GRDI) survey 2012 conducted a survey among thirty emerging markets and accordingly listed destinations for retail investments, in which India has been placed in the fifth most favourable destination for foreign retail investors (Deloitte, 2013; 2014). Also, the report revealed that retail sector is the second largest employer next to agriculture sector with 7 percent employment rate and this trend will increase continuously to provide a wide range of employment opportunities to young aspirants. Therefore, many corporate giants, middle and small business groups are trying to create their presence in the retail segment by introducing various retail formats.

2.4.2 Classification of IRS

IRS is popularly known for its traditional formats like kiranas, general stores, pharmacy stores, footwear shops, apparels and many owners-mannered stores, which is classified under unorganized retail sector. Due to its existence from early business days,

unorganized sector captures 92 percent of total retail space. Food and grocery shares largest portion with 60 percent occupancy, followed by apparel with 8 percent, telecom with 6 percent, food services with 5 percent, jewellery with 4 percent, pharmacy and consumer electronics with 3 percent each and 11 percent all other categories (CCI, 2015).

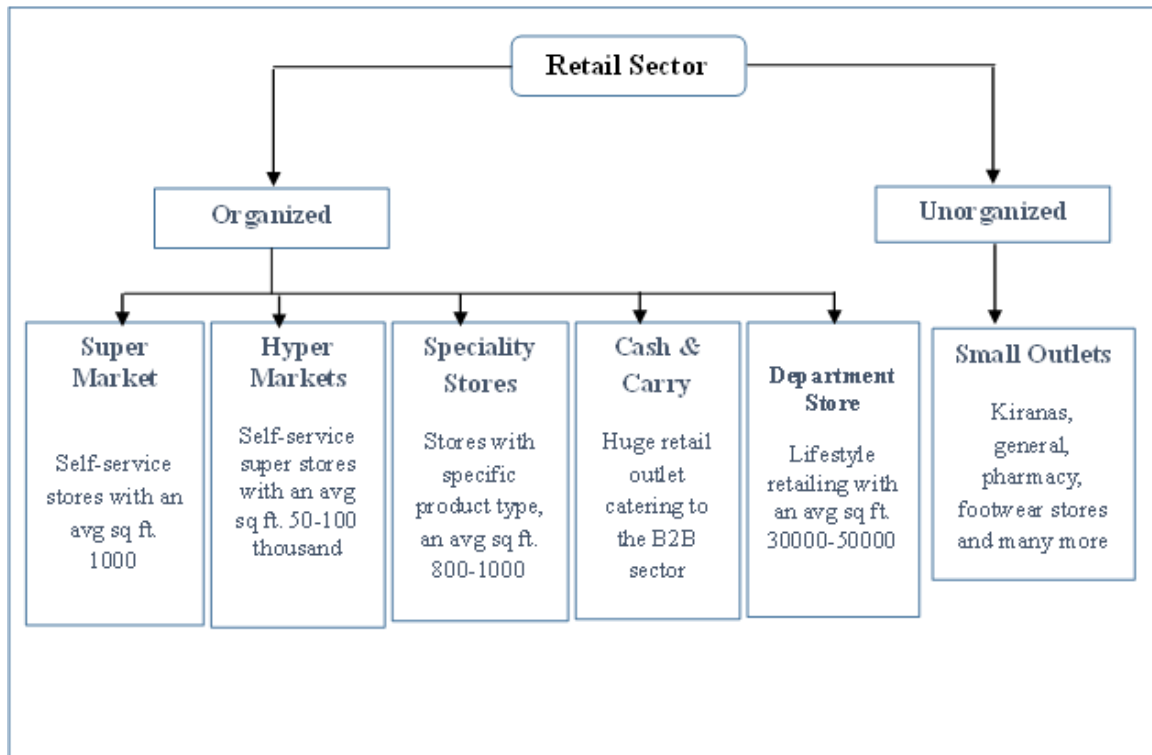


Figure 2.1 Retail sector classification (Source: IBEF, 2013; KPMG, 2011)

2.4.3 Organized Retail Sector (ORS)

Organized retailing has grown leaps and bounds in the two decades in India. Though, they were pauses in growth due to several reasons. The share of organized retail was only 3 percent during 2010, moved on to 8 percent by 2015 and is expected to grow over 10 percent by 2019. Further, revenue generated from modern retailing was US\$ 15.5 billion in 2009, US\$ 41.4 billion in 2012 and estimated to continue the reach US\$ 94.8 billion by 2019, (KPMG, 2014). India has the largest share of working population within the age

group of 15-54 years; this was estimated to be more than 50 percent of the total population (Census of India, 2011). The proportion of youth, middle-class income groups and millionaires has also been increasing significantly and also expecting the same growth trend in future. In addition to, rural markets contributes 70 percent of the total population, with 40 percent consumption rate (Census of India, 2011). All the above statistics offer great expectations to several national and international players to establish their presence in the market basing on the potential consumer requirements.

Different consumer segment groups have various requirements and expectations depending on the lifestyle they adopt, for instance, working population would like to spend more on body and grooming products, beauty and wellness, consumer electronics, apparels, package foods and beverages. Similarly, young Indians with the age group around 20 to 30 would buy mobile phones and advanced technology gadgets, fashion and apparels, affordable luxury services and the list goes on. These are acknowledged as greatest opportunities to the organized retailers to expand their business not only in major cities but also in tier 1, tier 2 and below cities.

According to Indian retail report 2015, ten city clusters were identified based on the population growth rate between 2001 -2011 in percentage, they are Hyderabad (87.2), Bengaluru (54.9), Delhi-NCR (22.7), Chennai (12.9), Mumbai (11.6), and Kolkata (4.9) under metros; and Surat (83.3), Ahmedabad (55.5), Pune (36.4), Jaipur (32.3) under Tier 1 & Tier 2 cities category. Therefore, organized retailers spread their presence based on population growth rate and distributed their stores greatly in South-India (38%), followed by West-India (27%), North-India (25%) and very fewer stores in some parts of Eastern-India (10%). Furthermore, reports highlighted that apparel segment credited highest

occupancy rate in the organized retail sector, followed by telecom, food & grocery, electronics, food services, jewellery, footwear and others as shown in the figure below (Indian Retail report 2015, 2014).

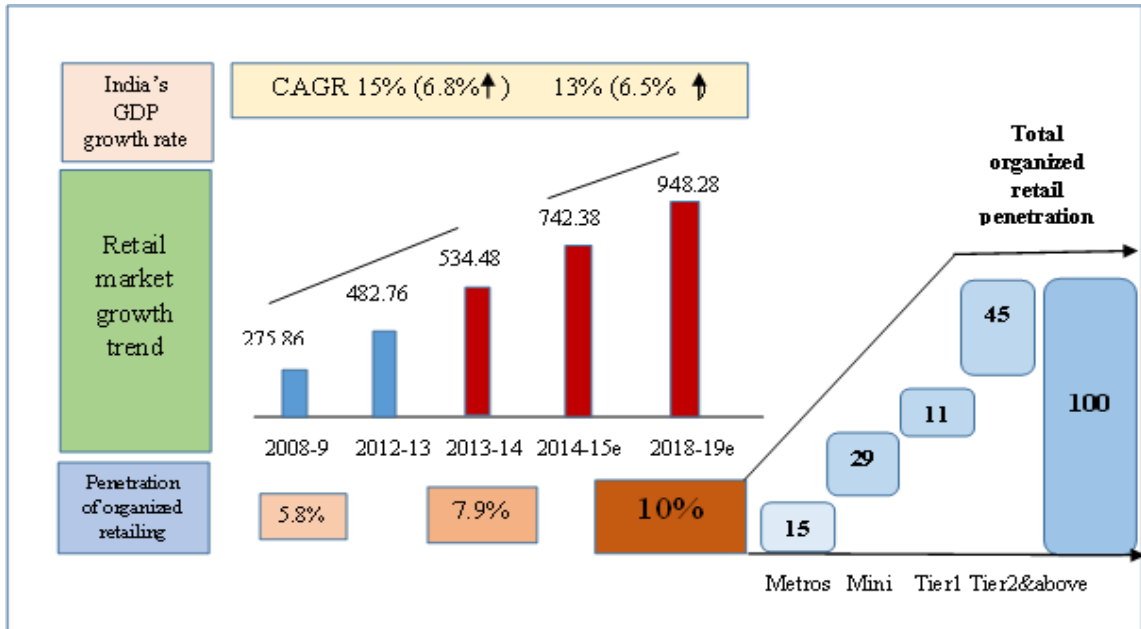


Figure 2.2 Size and growth chart of Indian retail sector & geographical distribution of organized retail (Source: KPMG, 2014; Crisil, 2014)

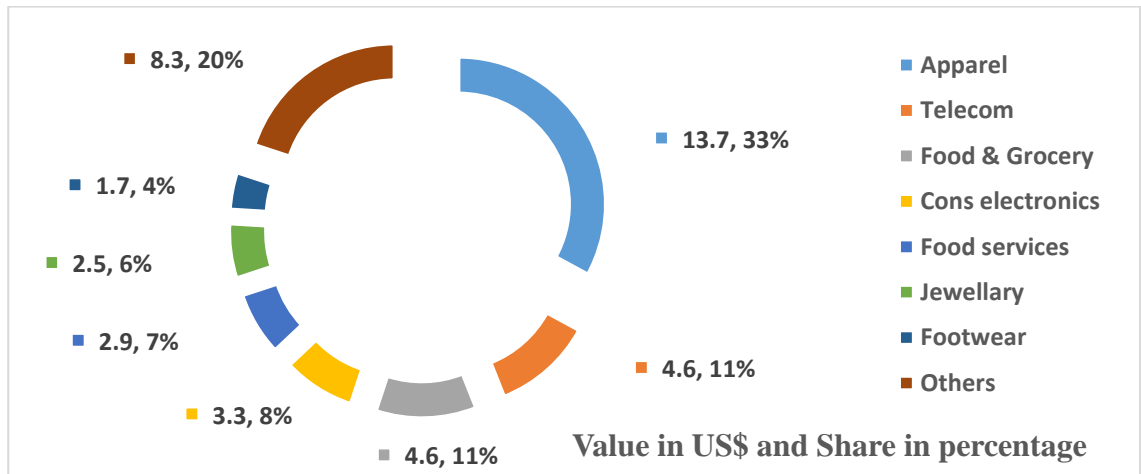


Figure 2.3 Penetration of organized retail segment (Source: CCI, 2015; KPMG, 2014)

2.4.4 Role of Foreign Direct Investment (FDI) in ORS

Over the decades, Government of Indian has opened up Indian economy in a slow and steady manner to attract private and international investors. FDI policy has certain rules and regulations; these were very stringent till 1997-2011 later as a part of economic liberalization retail sector has been permitted from 51 percent to 100 percent FDI in single-branded stores. Even then the entry rules for foreign investors were not very clear resulting in ambiguity. Later in the year 2013, the government had made a renewed attempt to attract the global players with an attractive promotional FDI policy. This includes 100 percent FDI in single branded retailing and 51 percent in multi-branded retailing, subject to FIPB sanctions (CCI, 2015). The benefits of FDI in ORS are an increase in employment opportunities, more infrastructure investments, removal of middleman involvement and benefiting Indian manufacturing sectors. However, ORS is also having some key growth challenges which were categorised into high risk, medium risk and low-risk inhibitors. Heterogeneous markets, poor supply chain infrastructure, real estate concerns and bureaucratic and legal hurdles were mentioned under high-risk inhibitors. Shortage of skilled employees & other workforce-related issues and e-tailing delivery issues were mentioned under medium risk inhibitors and lastly, high competition from the unorganized retail sector, lack of industry status and retail shrinkage was under low-risk inhibitors (KPMG, 2014). The current research work concerns about workforce issues in ORS, these are discussed further.

2.4.5 People management activities and issues in the ORS

As mentioned above, people management has become one of the key concerns in the ORS. Organized retail workforce are categorised under two heads, front-end sales team

and back-end operations team. The front-line store employees amount to 80 percent of total employees and only 20 percent are in the area of operations (RAI-TCS, 2014). It is relevant to the study that the front-line employees are the strongest link between the retailer and customer; therefore, these interactions are crucial to the final moment of truth for retailers' success. Moreover, organized retailers understand this scenario and started investing time and money on people management activities when compared to unorganised sector.

In a survey conducted by RAI-TCS (2014), results revealed that employee attrition is very high in the ORS, where large, medium and small retailers have been affected by this phenomenon during 2012-2014. Particularly, the shifts of key positions in medium and small fashion retail are comparatively high, that would effect on sales by 15-20 percent. Further, the report highlighted that about 33 percent of the retailers expressed that on an average 8 percent of the front-line staff leaving their jobs every month leading to 100 percent attrition rate per annum. This seems to be the toughest challenge in front of the organized retailers. In addition, the report identified the reasons for experiencing high attrition rates; first, organized retailers are still using traditional principles while designing the "*organization structure*". This has to be restructured, redesigned and customized accordingly with the size and profile of the retailer. Second, measuring individual performance in link with the store performance seems to be a difficult task for the store managers, thus, retailers must try to develop a robust "*performance measurement system*" into the people management process. Third, "*rewards and recognitions*" seems to comparatively less, that retailers must try to adopt a strategic pay policy and ensure that they will pay equally high to the talented and skilled employees.

Fourth, although retailers introduced “*talent management metrics*” into the process, but still attracting and retaining the skilled workforce is a critical concern. Fifth, “*learning and development*” is always a greater concern to the retailers due to dynamic business trends in the sector. Finally, “*organization culture*” plays a vital role in any business firm and this allows the top-management to hold back their critical talents with the company over the longer period leading to high degrees of employee engagement and low rates of employee attrition. Therefore, it is important that organized retailers must realise the importance of human resource (HR) department in the retailers’ success and encourage them to adopt innovative HR activities into practice.

2.4.6 Changing role of Human Resource (HR) managers in ORS

ORS is a fast growing and ever-changing business market. To match up with the sector dynamics, the HR managers were steadily gearing up to move from a support function to strategic and critical business partner. Traditional HR functions were retrained to hiring and managing the exit of a front-line retail employee. Later, changes in the retail business environment integrated the role of HR department with the business targets. Therefore, the role of HR in modern retail seems to be more challenging, they develop strategies associated with business requirements and effort their time and resources on achieving them.

As a result, critical HR trends have been witnessed recently in the ORS. To begin with, developing a healthy compensation policy seems to be one of the important and toughest differentiators in the competitive retail market. According to compensation survey report (2014), increments in the ORS are comparatively low with an average growth of 9.5 percent only. In contrast, it was considerably high in the ORS with an estimated average

growth of 18.4 percent during 2013-2014 (Deloitte, 2014). These are the clear indicators that the retailers prefer to raise the variable pay provided to the staff rather than devote in rising increments. So that the retail HR believes that the competitive advantage is sustained in the highly challenging business environment for a longer period. Furthermore, studies revealed the retailers views on adopting the best compensation plans are as follows – 78 percent believe that they are able to retain their talent when compared with the previous year results; 67 percent shared that it helps to recognise the outstanding performers and integrating top performers role in the business outcomes; 56 percent stated that it increases profitability and a value addition; 33 percent share that it reduces maintenance cost and lastly, 11 percent expressed that it increases shareholders value (Deloitte, 2014).

Another important HR trend is performance management system (PMS), where ORS is influenced by the applicant's quality and employee loyalty. Therefore, retailers try to develop robust PMS and link to the reward existing employees to increase their level of commitment and satisfaction with the job and organization. According to Deloitte retail best practices survey (2010), only 10 percent retailers adopted quarterly appraisal system, followed by 60 percent and 80 percent retailers adopted half-yearly and yearly appraisal system respectively. It is also found that 58 percent of the front-line staff has been set with the KRA's whereas 100 percent of the corporate retail staff is identified with the unique KRAs. This difference is due to having trouble in separating store performance with an individual performance at a store level. Finally, 67 percent of the retailer revealed that PMS is used to identify low performers and 75 percent will use to know their critical talents (high performers) (Deloitte, 2013).

Although, the above-discussed HR trends are trying to control the rising attrition rates, but in the industry very few top retailers are investing time and money in their employees for effective delivery of brand promise in the ORS. According to a Head-HR, Future group, the attrition rate in the ORS is ranging between 30-35 percent, and the main reasons identified as “*retail job is tough to be standing for a long time and smile at customers every time and secondly, it is reaction intensive and the market is mainly dynamic and transactional*”. Several studies also revealed that highest attrition rates are seen in both junior level and middle level due to a better career and pay opportunity outside (Deloitte, 2014; 2013; FICCI, 2012). Therefore, retailers realized that “managing attrition” and “talent acquisition” are the two major people management issues in the sector. Table 2.1 shows the shortage of skilled employees in each job category in the ORS. Further, study identified various retention initiatives undertaken by the Indian retail corporates to improve their existing employee skill sets and motivation levels by creating a workable organizational culture.

Table 2.1 Shortage of skilled employees in the ORS

Level	Role	Key skill set	Hiring gap
Sales and customer care, executive	Front-end sales and handling customers	Highly service orientation; good communication skills and product knowledge; high energy, confidence and communication	Above 20 percent

		skills; and lastly ability to win and convince customers	
Store Managers	Supervise the day-to-day store activities, manage staff, maximise and improve sales and profits	All store operations such as human resources, logistics, marketing, customer care, information and technology	Nearly 50 percent
Retail Merchandisers	Work closely with the buying team and must ensure that availability of products in the right store, at the right time in the right quantities.	Must be post-graduate with experience in retail management, having strong analytical and numerical skills integrated with good inter-personal skill set	Serious shortage of about 50 percent
Visual Merchandisers	Capability of attracting more footfalls during	A qualified graduate in designing with a	Serious shortage of 50 percent

	sales by creating visible window and interior displays	creative mind	
Product development	Skills in visualising and creating merchandise, creativity in designing and developing end product based on concept or sketch	A retail or marketing graduate with a creative mind, an eye on quality and analysing the finances involved in the process	Serious shortage of 50 percent

(Source: WNS, 2008)

Various skill development initiatives

- Firstly, Retailers Association of India (RAI) has introduced various entry-level and post-graduate level professional retailing courses to fill the hiring gap.
- Reliance retail has made an agreement with Indira Gandhi National Open University and Young Men’s Christian Association to provide short-term courses in retailing.
- Shoppers Stop has taken an initiative by offering a certification course in retailing by a British awarding body.
- At RPG, new employees must undergo induction programme at their in-house training centre “Pragati centre for Retail Excellence”.

(Source: Companies websites; WNS, 2008).

Various employee retention initiatives

- Pantaloons retail is planning to set up a retail management school in India, they initiated a funding scheme to employees for pursuing post-graduate courses in retailing. Also, made a tie up with Madurai Kamraj University to make their undergraduate employees as graduates in retail management courses.
- RPG introduced a new employee rewarding scheme, where rewards are based on the overall sales of the store, not on individual performances.
- TATA Trent initiated a coaches programme by identifying the star performers in the each store and designated them to train their store staff.
- Shoppers Stop has plans to have tie-ups with top business schools like Symbiosis and Manipal Institute to fill top management positions.

(Source: Companies websites; WNS, 2008).

To conclude, most of the work in the ORS was carried by practitioners and consultants leading to a scarce in the academic literature. Further, ORS is more of brand conscious and various corporate branding activities are inherent in the process. Therefore, few academic studies have tried to develop the link between retailing and branding literature and argued that retailers' success is derived from most important corporate branding activity that is, managing the internal system and culture (Steve & Leigh, 2002). Also, study identified that in retailing internal brand management has referred to culture management and externally brand management has referred to customer interface management (Steve & Leigh, 2002). Therefore, when a retailer defines the corporate brand values, they must ensure that the staff values and behaviours need to be integrated to reinforce the brand message (de Chernatony, 1999).

Ind (1997) discussed a number of retail examples, but Marks and Spencer and its unique objective “to become an employer of choice” has gained lot of attention among researchers. The “people engagement” programme introduced by Marks and Spencer experienced 30-35 percent decrease in employee attrition rate with 86 percent employee positive index, 91 percent employee commitment index and 97 percent employee responsiveness index and highlighted that the above mentioned three employee parameters are the key employee indicators of the retailers brand (Resurgent India, 2011). Further, the very few retailers in clothing and fashion segment made some attempts to align retailers’ vision, culture and image leading to corporate brand success (Moore et al., 2000). But, within the corporate branding literature, studies in the retail sector are very few and stated that retailers are used as examples to make specific points rather than to develop the concept of the corporate brand through an examination of employee perception of retailer activities (Steve & Leigh, 2002). Not only Marks & Spencer many other retailers like Max fashions, Wal-Mart, McDonalds, Tata Trent, Pantaloon Retail India Ltd realizing the importance of “people engagement or employee engagement” positively related to customer satisfaction (Harter et al., 2002), a lead indicator of financial performance in tests of the service-profit chain in the retailing sector (Gelade and Young, 2005). Moreover, studies concluded that critical behaviours for retailers’ reputation and brands depend on the outcomes of knowledge, skills and abilities - the human capital pool (Dunsford et al., 2001). Hence, it is inevitable to study the synergy between employee’s related corporate branding activities (employer branding and internal branding) and its impact on employee engagement and outcome variables in the organized retail setting.

2.5 Research Gap

Based on the literature review of various theoretical foundations, concepts and empirical works, the current study identified the following research gaps for further discussions.

- There is a gap in terms of measuring employee perceptions of IB and EB on EE in the services orientation which is unique in terms of addressing attrition issues.
- There are no standardised scales measuring the employee perceptions of IB and EB in India and particularly in a service setting. Therefore, it is important to identify what items will clearly define the given terms in this context.
- Earlier studies examined the individual effects of IB and EB on organizational outcomes separately in various contexts. But, none of the studies attempted to conceptualise the combined effect of IB and EB on corporate brand promise delivery. Hence, there is a gap that needs to be addressed to identify the outcomes are effective when applied individually or combined or both.
- There exists a gap that what employee variable moderates the relationships between the study constructs (IB, EB, EE and outcome variables).
- Lastly, much of the employee related work in the retail sector are carried out from the practitioner's point of view that lacks theoretical base and support from the academic perspective. Hence, there is a need to provide academic support to the practitioner's arguments that provide a strong base for further research in the field.

2.6 Research Questions

Based on the research gaps identified, the following questions were framed to carry forward the current study.

- Is there a relationship between internal branding (IB), employer branding (EB), employee engagement (EE), employee job-satisfaction (EJS), employee brand loyalty (EBL) and employee brand performance (EBP)?
- What is the individual effect of IB on EE and outcome variables, and EB on EE and outcome variables in the ORS?
- What is the combined effect of IB and EB on EE and outcome variables?
- What are the mediating effects of EE on input constructs (IB and EB) and outcome constructs?
- What are the major employee factors that moderate the study relationships?

2.7 Research Objectives

Based on the research problems, gaps and questions identified from the literature review, the study framed the following objectives. The broad objective of the study is to explore the structural relationship among employee engagement, internal branding, employer branding and outcome variables by identifying the suitable measurement scale to capture the service employee perceptions in Indian organized corporate retailing. The specific objectives of the study are as follows.

- To study the individual effect of IB and EB on EE and outcome variable (EJS).
- To analyse the combined effect of IB and EB on EE and outcome variable (EJS).

- To examine the mediating effect of EE on input variables (IB and EB) and outcome variables.
- To test the moderating effect of major employee factors (demographics and functional) on the study relationships.

2.8 Conceptualizing the study

2.8.1 Influence of IB on EE and outcome variables

To begin with, the relationship between IB, EE and EJS was developed. Various studies from both the practitioners and academicians confirmed the inter-relationships among the constructs. To make it clearer, the current study borrowed the concept of SET developed by Blau (1964) in order to explain the synergy that exists between the constructs. The fundamental premise of SET explains that human beings are social and have the tendency to compare their benefits with the costs associated with the social relationships they involved. When these associations exceed their expectations, in exchange they tend to extend their stay in the relationships for some more time and this process will continue (Blau, 1964). Several other studies also supported this exchange theory and concluded that the employees build social relationships with the working organizations, in a broader sense; employees reciprocate themselves with the organization in response to the receipt of a favour they receive by the employer (Aryee et al., 2002; Colquitt & Rodell, 2011; Lee et al., 2013).

Studies on IB suggested that employee related brand practices within the organization help them to understand the firms' mission and direction (Punjaisri & Wilson, 2007), and also feel that they are kept informed about the organization's past, present and future

achievements and aspirations (Slatten & Mehmetoglu, 2011). In addition, employees' level of understanding and clarity about the corporate brand would reduce their misperception about the job and position in the organization (King, 2010). In turn, employees would more likely to feel obliged to respond themselves by engaging with the job and organization and also enhances their brand supporting behaviour (Punjaisri & Wilson, 2007; King, 2010; Slatten & Mehmetoglu, 2011).

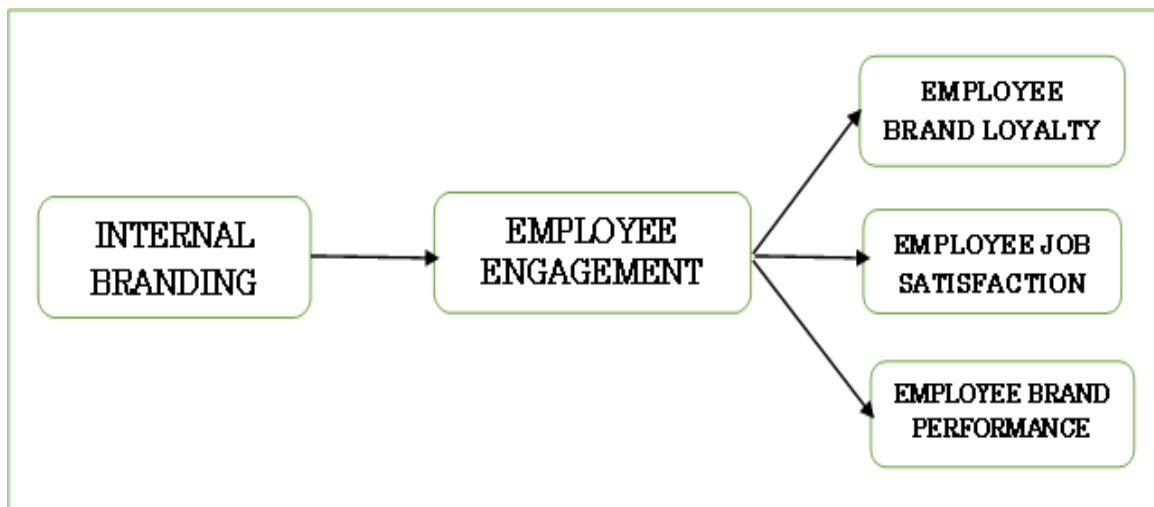


Figure 2.4 Individual effect of IB on EE and outcome variables (Source: Punjaisri & Wilson, 2007; Lee at al., 2013)

Lee at al., 2013 conducted an empirical study by collecting data from 367 service employees of various departments from 12 hotels (5-star and 4-star) in South Korea. The findings of the study were, SET can form as a theoretical base for linking IB with employee behaviours and also stated that service employees would like to extend their level of commitment and satisfaction with the job and organization in respond to the support they receive from the employer. Further, the study concluded that IB act as an antecedent to the EE, and suggested that service organizations that currently have a strong internal support will experience high engagement scores, leading to higher levels

of employee job satisfaction and employee brand loyalty (pp. 18). Therefore, EE is the behaviour of an employee in response to the organization value and culture. For example, when employer treated their employees as critical internal assets, in return employees tend to exhibit their support by engaging themselves with the job and organization leading to higher employee job satisfaction, loyalty and performance as shown in figure 2.4.

2.8.2 Influence of EB on EE and outcome variables

Over a decade, the concept of EB has evolved both theoretically as well as practically to shape the organization's strategy in terms of both existing and potential employees. Kurneth and Mosley (2011) applied an integrated approach to EB and EE and examined the synergy that exists between the two by conducting a benchmark survey in Coca-Cola Hellenic (CCH), the second largest bottling and distribution partner within the Global Coca-Cola companies. The survey has been carried among 104 companies of the CCH across 27 countries, with a total of 33,000 full time staff. The findings of the study explains that the individual people management initiatives such as *“managing firm’s external identity as an employer of choice”* and *“investing separately on talent management and employee development activities”* drives EE but the dynamic business conditions forced to unite all these people management activities under the umbrella of EB would ultimately lead to competitive advantage to the firm. Hence, the study concluded that employer who invests more their EB practices would tend to experience significant outcomes in terms of *“attracting a high number of quality applicants, engaging and retaining the skilled employees”* which in turn helps to maintain the better firms’ performance even at the time of downturns.

According to an EE survey, employee job satisfaction, organization and top-management reputation and effectiveness of leadership activities were listed as the top drivers of EE (Drizin, 2005). Further, another study confirmed that highly engaged teams would significantly contribute to better organizational outcomes such as customer satisfaction, retention and innovation and high productivity, in contrast, less engaged or disengaged employee's leads to high turnover, absenteeism, less safety and high-cost maintenance (Gallup, 2006). In addition, Aon Hewitt (2011) conducted a global research survey during 2008-10 by involving more than six million employees from 2,900 global firms. The findings were interestingly linked between the levels of EE with firms' financial performance and found that organizations whose EE scores are above 65% experienced an average above 22% at the total stock market (TSM) and total returns to shareholders (TRS). In contrast, this has been reversed with the organizations whose engagement scores are less than the average (<45%) experienced lower than 28% in TSM and TRS. The study concluded that the successful employer can differentiate the firms' external image by maintaining moderate and high engagement scores, which leads to higher retention and better financial outcomes. Moreover, the study also identified top engagement drivers for global firms' which are listed as innovative people management practices, talent recognition, firm's reputation, brand alignment, and personal and career development opportunity. Similarly, few studies also added some important drivers such as image and reputation, strong senior leadership (Truss, 2006; IRS, 2004), empowerment and work experiences (Towers Perrin, 2003), and excellent senior management team are prominent to build strong employer brand (Macey & Schneider, 2008; Hewitt Associates, 2011; Kunerth & Mosley, 2011; Piyachat, 2015). Lastly,

Minchington (2006) concluded that the discipline of EB is an integration of attraction, engagement and retention initiatives directed to boost the organization’s employer brand.

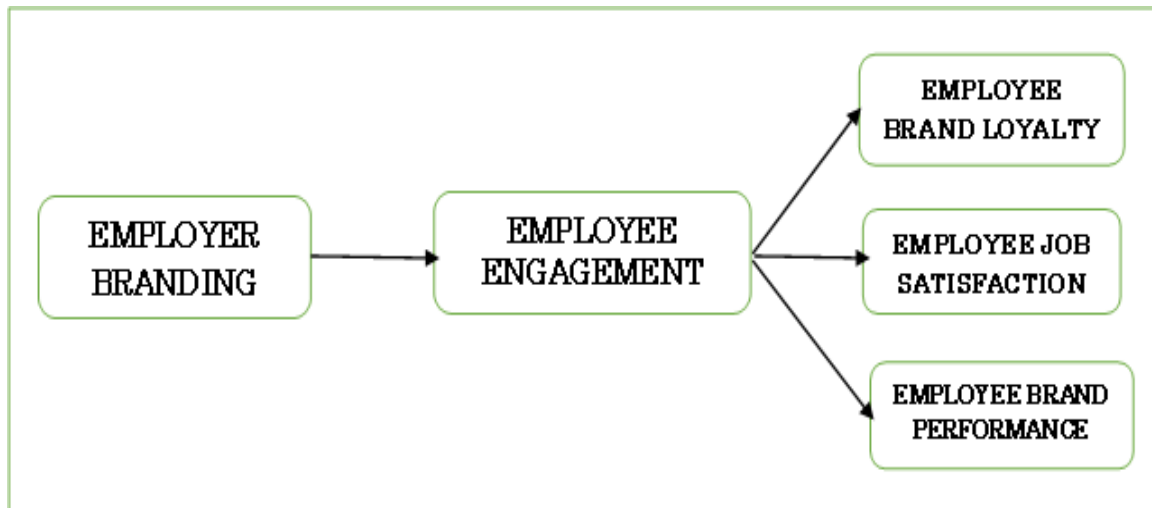


Figure 2.5 Individual effect of EB on EE and outcome variables (Source: Kunerth & Mosley, 2011; Piyachat, 2015)

2.8.3 Influence of combined effect of IB and EB on EE

However, the concept of IB and EB are widely popular in the CB literature but the fundamental interlink among the two was not addressed clearly (Foster et al., 2010). Without this fundamental theoretical base between the two constructs, it is hard to establish the directions for consistent brand promise delivery to both internal (existing employees) and external audience (potential hires). Therefore, it is important to understand that how these two constructs relate to each other and their impact on employee outcomes.

According to Lloyd (2002), the main aim of EB is to communicate both internal and external audience that the organization is a “*desirable workplace*” and this was also supported in prior EB literature by Ambler and Barrow (1996). But, much of the works

on EB is based on person-organisation fit strategy and communication for attracting potential hires (Davis, 2008; Mosley, 2007; Knox & Freeman, 2006). This will lead to some diversity and performance issues, that is, “misalignment between firms’ actual values and communicated values” which in-turn leads to interpersonal and intra-personal conflicts, immediate post-entry turnover, low job satisfaction and morale (Foster & Harris, 2005; Backhaus & Tikoo, 2004). From the literature, it is clear that the fundamental concern of the EB literature targeted more on attraction and recruitment, and less on managing internal resources, similarly, IB literature limits only to existing employees brand promise delivery practices to existing employees and not to potential hires. Therefore, the integration approach to IB and EB would extend the scope of managing both existing and prospective employee’s requirements and behaviour (Foster et al., 2010).

During the process, the role of EB extends its limits beyond “*identification of rational and emotional expectations of potential hires*” to “*clear articulation of what promise of benefits its employer brand can propose to both internal and external audience to avoid issues related to employee psychological contract*” (Kunerth & Mosley, 2011; Foster et al., 2010; Mosley, 2007). Similarly, IB should involve prospective employees into the process of internal communication and delivers the employer brand values and standards both internally as well as externally (Vallester & de Chernatony, 2006; Aurand et al., 2005). Alignment among the two constructs will also introduce the culture of working HR and marketing department together which ultimately strengthens the corporate brand experience (Punjaisri et al, 2008; 2009a; 2009b). Therefore, it is vital to know the individual and combined effect of IB and EB on EE and outcome variables.

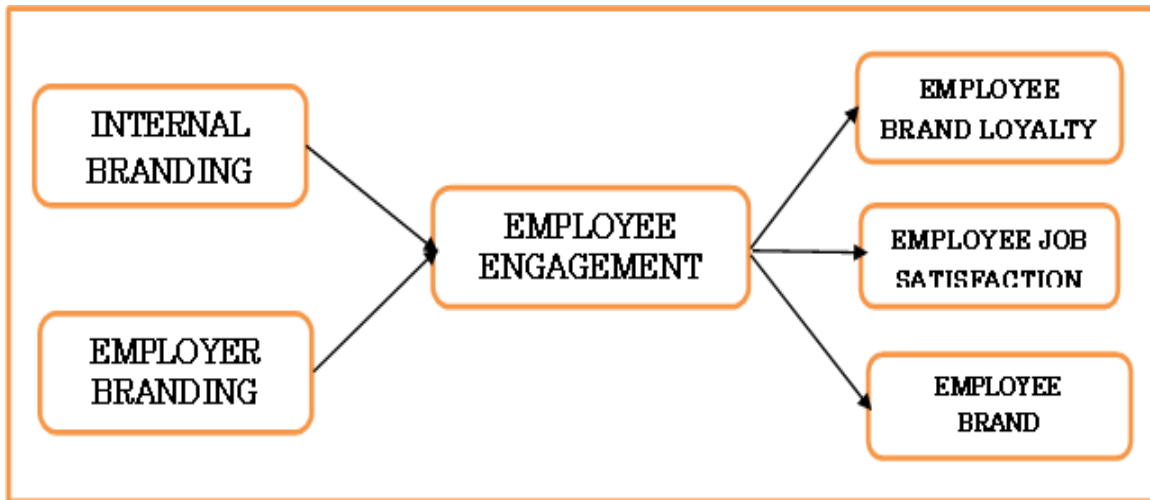


Figure 2.6 Combined effect of IB and EB on EE and outcome variables

2.8.4 Influence of EE on outcome variables

EE is considered to be critical for any employer to construct superior work culture as well as the consequences desirable to the organization in terms of job satisfaction and intention to stay (Saks, 2006); innovative work behaviour and employee retention (Slatten & Mehmetoglu, 2011; Hughes & Rog, 2008) as well as in-role and extra-role performance (Robertson & Markwick, 2009). According to a study, EE is repeatedly linked with the concept of employee loyalty and performance, and further concluded that employees who connected emotionally with the firms' business are claimed as "top performers" and they feel appreciated, validated and intention to stay within the system (Allegiance, 2007; Scottish Executive Social Research, 2007). Employees who exhibit high levels of engagement seem to have strong attention and focus on their work-roles (Saks, 2006; Kahn, 1990).

EJS is listed with many positive organizational outcomes, especially linked with the customer related outcomes such as customer buying intention and customer loyalty (Gu & Siu, 2009; Lee et al., 1999). This has shifted the focus of EJS towards service

employees' attitude and behaviour, that is, highly satisfied service employees will exhibit brand supported attitude (EBL) and behaviour (EBP) (Punjaisri et al., 2008; Lee et al., 1999). The study concludes that when employees are characterized as highly engaged, then their perceptions of the work and the workplace will change positively. Therefore, the study proposes that the level of EE will influence on the employees' feel about the job, that is, EJS and the organization, that is, EBL and EBP.

2.8.5 EE as a mediating variable

Several studies attempted to use EE as a mediator between many organizational conditions includes work conditions like job characteristics, perceived organizational and supervisor support, procedural and distributive justice (Saks, 2006), and communication, (Welch, 2011) as well as organizations outcomes such as job satisfaction, organizational commitment, and citizenship behaviour, intention to quit or withdrawal (Saks, 2006; Maslach et al., 2001). Organizations who invest their time and money on implementing IB and EB practices would experience signs of support from the employees and over a period, these signs will force them to respond with the positive actions to the organization (Blau, 1964). Whereas, these positive actions are be conceptualised for the study as the work-related attitudes and behaviour (job engagement) and work outcomes (organization engagement). Further, one study stated that demographic information like tenure, age, education and sex would moderate the relationships between employee brand practices and employee brand supporting attitude and behaviour in service organizations (Punjaisri et al., 2008). Therefore, the current study assumes that demographic factors moderate the proposed study relationships. Moreover, there is a very little evidence for these arguments in both CB and EE literature (Lee at al., 2013, Piyachat, 2013). Therefore, the

current study believes that employee related CB activities will influence on outcome variables (EJS, EBL, and EBP) through a mediator EE.

2.9 Conceptual Framework

There are six constructs consisting of IB, EB, EE and outcome variables, that is, EJS, EBP and EBL. To begin with, the empirical evidence for the applicability and operationalization of IB to front-line service staff was initiated by Punjaisri et al., (2008). They proposed two dimensions of IB consisting internal communication and training. Similar, to the study of Punjaisri et al., (2008) and Punjaisri & Wilson (2010), Lee et al., (2013) proposed that IB comprised of four dimensions including internal communication, training, compensation and recruitment. IB literature highlighted more on the role of strong leadership empowers the front-line service staff (Punjaisri & Wilson, 2011; King, 2010). Therefore, basing on the above discussions this study thus developed three dimensions including internal communication (IC), brand oriented training (BOT) and brand oriented leadership (BOL) as shown in figure 2.7

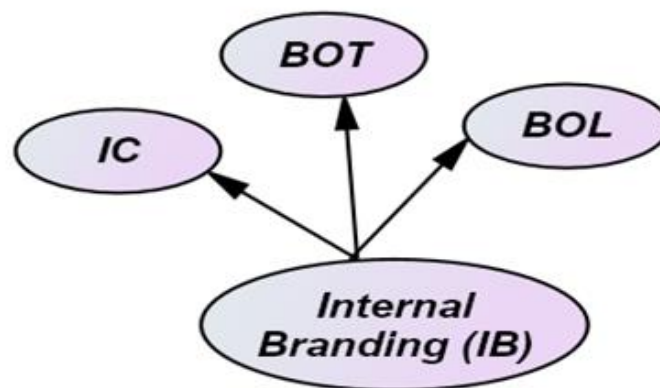


Figure 2.7 Dimensions of IB

EB dimensions were first proposed under employer attractiveness by Berthon et al (2005) basing on the conceptual framework developed by Ambler and Barrow (1996). The developed framework consists of five dimensions including application value, social value, development value, economic value and interest value. Similarly, another study proposed EB dimensions into two categories such as the bigger picture includes all aspects of organizational external policies and the local pictures consisting of organizational internal policies (Barrow & Mosley, 2005). Further, another set of employer' attributes such as constructed image, employment conditions, company's success and organization's services or products was proposed to study the influence of prospective employees perception on an employer brand (Maxwell & Knox, 2009). Basing on the above studies, the current study thus developed five dimensions under EB includes application and development value (ADV), financial value (FV), social value (SV), employment value (EV) and organizational culture and reputation value (OCRV) as shown in figure 2.8.

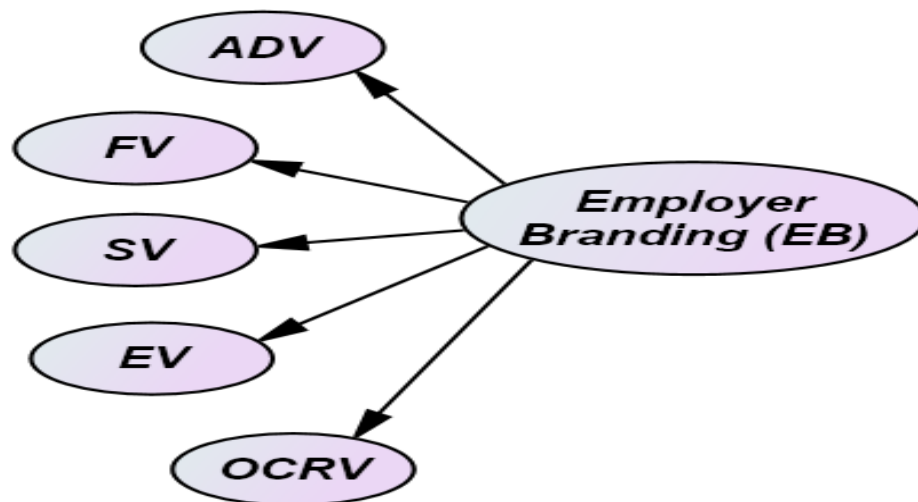


Figure 2.8 Dimensions of EB

Similarly, the EE dimensions of job and organization engagement were developed for the study basing on the studies proposed by Saks (2006) and Lee et al., (2013). Lastly, the study outcome variables consisting of EJS was adopted from the studies of Saks (2006) and Lee et al, (2006), EBP and EBL were adopted from the study proposed by Punjaisri & Wilson (2011). Therefore, this study proposed an integrated conceptual framework to understand the structural relationships among the proposed study constructs as shown in figure 2.10



Figure 2.9 Dimensions of EE

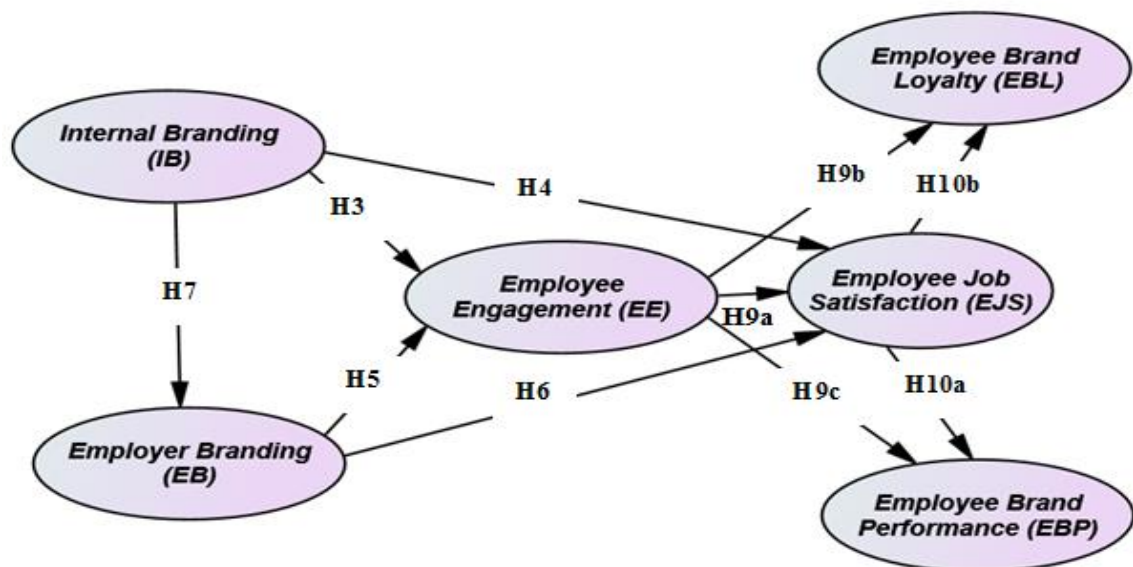


Figure 2.10 Hypothesized research Model

2.10 Research Hypotheses

Basing on the research questions, objectives and theoretical framework, the study thus formulated the following research hypotheses.

1. There is a significant positive relationship among the study constructs IB, EB, EE, EJS, EBL and EBP.
2. Each input construct (individual effect) has a significant positive direct effect with EE and EJS
 - 2a. IB has a significant positive direct relationship with EE
 - 2b. IB has a significant positive direct relationship with EJS
 - 2c. EB has a significant positive direct relationship with EE
 - 2d. EB has a significant positive direct relationship with EJS
3. There is a significant positive direct effect between internal branding (IB) and employee engagement (EE).
4. There is a significant positive direct effect between internal branding (IB) and employee job satisfaction (EJS).
5. There is a significant positive direct effect between employer branding (EB) and employee engagement (EE).
6. There is a significant positive direct effect between employer branding (EB) and employee job satisfaction (EJS).
7. There is a significant positive direct effect between internal branding (IB) and employer branding (EB).
8. There is a significant positive indirect effect between internal branding (IB) and employee engagement (EE) through employer branding (EB).

9. EE has a significant positive direct effect on outcome variables
 - 9a. There is a significant positive direct effect between EE and EJS.
 - 9b. There is a significant positive direct effect between EE and EBL.
 - 9c. There is a significant positive direct effect between EE and EBP.
10. There is a significant positive direct effect between employee job satisfaction (EJS) and outcome variables.
 - 10a. There is a significant positive direct effect between EJS and EBP.
 - 10b. There is a significant positive direct effect between EJS and EBL.
11. There is a significant positive indirect effect between internal branding (IB) and employee job satisfaction (EJS) through employee engagement (EE).
12. There is a significant positive indirect effect between employer branding (EB) and employee job satisfaction (EJS) through employee engagement (EE).
13. There is a significant positive indirect effect between employer branding (EB) and employee brand loyalty (EBL) through employee engagement (EE).
14. There is a significant positive indirect effect between employer branding (EB) and employee brand performance (EBP) through employee engagement (EE).
15. Demographic factors (gender, marital status, age and education) moderate the relationship among the study constructs IB, EB, EE, EJS, EBL and EBP.
16. Functional factors (experience in current organization, total retail experience, nature of the job, position in the company and plan in the next three years) moderates the relationship among the study constructs IB, EB, EE, EJS, EBL and EBP.

This chapter discussed the theoretical foundation and extensive literature review for each of the study construct. Basing on the both academicians' and practitioners' perspectives, the study identified some research gaps and developed research questions, objectives and hypotheses in order to carry the study. Research methodology adopted for the current study will be discussed in the next chapter

CHAPTER 3
RESEARCH METHODOLOGY

CHAPTER 3

RESEARCH METHODOLOGY

This chapter begins with the research design, followed by the target and accessible population, sampling procedure, data collection methods, sample justifications and survey instrument. Lastly, the current chapter explains the various statistical techniques adopted to analyze the data and the respective justifications were presented in the chapter.

3.1 Research design

The current study adopted both qualitative as well as quantitative methods and therefore, the approach was mixed research methods. In order to understand the respondents' opinion about the key drivers of the constructs and the relationships exists among the study constructs, a focus group interview was conducted and these types of qualitative methods would help the researcher to collect a rich and detailed set of information (Saunders, Lewis, & Thornhill, 2007). Further, the study examined the inter-relationships among the constructs, and also explored the effect of mediators and moderators that influence these relationships. Therefore, the study was descriptive and explanation in nature. According to Tashakkori and Teddlie (2003), adopting mixed research method approach (conducting interviews at an initial stage of questionnaire designing and collection) would give confidence to the researcher that the study addressing the most important and emerging critical issues in the current dynamic business markets. The main purpose of explanatory research is to establish relationships between variables (Saunders, Lewis, & Thornhill, 2007) and in this study, the explanation research examined the type and degree of the relationships among the study constructs and this approach is

particularly highlighted in business and social sciences research (Yin, 2003). Lastly, the study describes the clear picture about the each construct – IB, EB, EE, ESJ, EBP, and EBL in the Indian organized retail context (front-line employees) and hence it is also descriptive in nature (Robson, 2002).

The study established sixteen research hypotheses excluding the sub-hypotheses. There were six latent constructs such as IB, EB, EE, EJS, EBP, and EBL, of which three are multi-dimensional constructs (IB, EB, and EE), and each of them having two, four and two sub-latent constructs, that is, IB (BOLT and BOL), EB (ADV, FV, ESV, and ORCV) and EE (EJE and EOE) respectively.

3.2 Target population, accessible population and scope of the research study

The target population of the research study was all front-line (store-level) organized retail employees working with the Indian organized retail corporates. The size of the total retail employment in India accounts to be about 8 percent of the total Indian population in which most of them contributes to unorganized retailing. The total retail employment rate is estimated as 40 million Indian population in which organized retail employment share accounts to be 3.3 percent population which was accounted approximately 1.32 million (AT Kearney, 2011; CCI, 2015). In contrast, WNS research survey (2007), estimated nearly 3 lakh front-line employees and sixty thousand managerial staff in the year 2007, and further, the number would be more than 5 lakh front-line employees and thirty thousand managerial staff by 2010, and this would triple by 2017. Although, few top consulting firms highlighted the statistical records of organized employment detail but there is still a lack of support and evidence about the given information, therefore, the universe of the study would be infinite and the size of the population is unidentified.

According to Wu (2006), the accessible population is a part of targeted population and can be considered either from “geographic”, or “time” or “cultural characteristics” basing on the suitability criteria of the study. Therefore, the study categorized under the geographical characteristics, that means, organized retail penetration is based on the population growth particularly, the proportion of working groups, youth, and middle-income groups should be high (KPMG, 2014).

The study was confined to select five Indian organized retail corporates which are present across India. The respondents’ were the front-line store employees from the Southern stores of the corporates.

3.3 Sampling procedure

According to KPMG report (2014), the opportunity snapshot of organized retail is directly based on the presence of huge and focused consumer base. Taking this criterion into consideration organized retailers distributed their store clusters highly in southern India with 38 percent penetration rate, followed by western India (27%), northern India (25%) and lastly, eastern India (10%) (Indian Retail Report, 2014). Further, metropolitan cities in India have expanded significantly over the last decade; this has become a key opportunity for the growth of organized retail segment. According to retailers survey, the population growth rate in metros have significantly growing and expected to continue the trend in future and listed as Hyderabad with 87.2% population growth rate, followed by Bengaluru (54.9%), Delhi-NCR (22.7%), Chennai (12.9%), Mumbai (11.6%), and Kolkata (4.9%) (KPMG, 2014). Moreover, Apparel segment in India recorded highest market penetration with 33 percent; occupied 40 percent retail store space and US\$ 13.7 billion market value. Therefore, the study narrowed to the front-line employees who were

working in the organized retail corporates located in the three metropolitan cities of southern India, particularly in lifestyle and fashion segment. Due to the separation of states, Andhra Pradesh, and Telangana, two cities were also ranked on the list of highly populated and growing metropolitan cities in India, they are, AP capital region in 8th position and Visakhapatnam metropolitan region in 9th position (National informatics centre, 2015). Therefore, the study also considered these two cities under one cluster due to less retail penetration in contrast with the Hyderabad, Bangalore, and Chennai.

According to retail reports and company websites, the study listed the Indian corporate organized retailers who are in lifestyle retail businesses in table 3.1

Table 3.1 Key Indian corporate organized retail players

<p>Pantaloons Retail Ltd (Aditya Birla Group) Estd. 1997</p>	<p>a). Over two million sq. ft. of retail space spread over 35 cities (100 store and 21 factory outlets) with 36,000 employees.</p> <p>b). 20 more stores with USD 22 million</p> <p>c) Market capitalization was INR 3,232.07 crores in the year 2015.</p>
<p>Shoppers Stop (K Raheja Group Venture) Estd. 1991</p>	<p>a). Over 3.2 million sq. ft. retail space spread over 23 cities with 75 stores.</p> <p>b). 20 more stores with USD 23 million and total employees by 2014 were 14000.</p> <p>c) Market capitalization of INR 1,761.22 crores</p>
<p>Reliance Retail Ltd</p>	<p>a) A total of 1723 stores Pan India and over 11million sq.ft.</p>

Estd. 2006	retail space with 35000 employees. b) 200 Reliance Trend stores with a revenue of INR 7,600 crores
Trent Retail (The Tata Group) Estd. 1998	a) 59 Westside stores and another 12 stores in near future. b) employs more than 30,000 employees in all segments
ITC-LRBD Estd. 1910	a) Wills Lifestyle listed first in the Superbrands Council of India 2015. b) 500 retail outlets in 55 cities and expected to be more than 1000 by 2020
Mahindra Retail Ltd	a) More than 150 stores across India
Provogue India Ltd Estd. 1997	a) More than 250 stores and rated as top most trusted brand in India in the year 2011 by trust research committee

(Source: Company websites, iimjobs.com, 2014)

All the above listed key Indian corporate organized retail players were contacted and five retailers i.e., Shoppers Stop, Pantaloons Retail Private Ltd., Wills Lifestyle, Reliance Trends and Mahindra Retail accepted to participate in the study. Further, the study listed all the lifestyle retail stores of five retail corporates located in the four clusters of southern India. Choosing of stores was based on two conditions, firstly, the retail outlet must be owned and licensed by the organized retail corporate (not a franchise), and secondly, retail outlet should complete a minimum of one business year in the retail marketplace. Based on these conditions retail stores were listed as shown in table 3.2.

From the table it was clear that the total number of stores in all the four clusters were assumed to be 114 in which 19 were owned by Shoppers Stop, 31 were Reliance Trends,

18 were Pantaloons Pvt Ltd, 30 were Mahindra Retail, and 16 were Wills Life Style (ITC). A total of 3286 front-line employees, in which 1019 were working with Shoppers Stop, 967 with Reliance Retail Pvt. Ltd, 981 with Pantaloons Retail Pvt. Ltd., 233 with Mahindra Retail and 86 with Wills Life Style (ITC).

Table 3.2 List of retail outlets and total number of store-level staff (appx.) as on 22-02-2015

Shoppers stop	Visakhapatnam& AP Capital	Hyderabad	Bangalore	Chennai	Total
Total no. of stores	2	5	9	3	19
Total no. of employees	112	264	479	164	1019
Reliance Trends (Reliance Retail)	Visakhapatnam& AP Capital	Hyderabad	Bangalore	Chennai	Total
Total no. of stores	2	6	10	13	31
Total no. of employees	109	259	465	134	967
Pantaloons Retail Pvt Ltd	Visakhapatnam& AP Capital	Hyderabad	Bangalore	Chennai	Total
Total no. of stores	2	4	7	5	18
Total no. of employees	115	249	325	292	981
MOM & ME (Mahindra Retail)	Visakhapatnam& AP Capital	Hyderabad	Bangalore	Chennai	Total
Total no. of stores	2	10	6	12	30
Total no. of employees	14	75	48	96	233
Wills Life Style (ITC LRBD)	Visakhapatnam& AP Capital	Hyderabad	Bangalore	Chennai	Total
Total no. of stores	1	4	5	6	16
Total no. of employees	6	18	30	32	86

3.4 Data Collection

The study adopted offline survey methods to collect data from all the front-line organized retail employees of five organized retail corporates. Initially, the study conducted focus group interviews with four store managers and two senior managers – HR, and also 15 semi-structured interviews with the front-line employees of five organized retail corporates in Hyderabad. This initial step was taken to explore the important attributes of each study constructs and also understand the possible relationships among the study constructs in practical conditions. By considering the respondents views and opinion a final questionnaire was designed and it was again validated by academicians and researchers who are working in the similar area. A pilot study was carried out in Hyderabad cluster with a sample size of 228 to purify the scale items and to check the feasibility of the study. Total of 475 questionnaires were distributed to all the front-line employees working in the five organized retail corporates located in the Hyderabad cluster, in which 245 were received and final valid questionnaires were 228. The response rate was estimated as 48% and based on the respond rate study calculated the actual sample size for the final study.

According to Saunders, Lewis, & Thornhill (2007), the actual sample size can be estimated using the following formula

$$n^a = n * 100 / re\%$$

Where n^a = actual sample size; n = minimum or adjusted minimum sample size; $re\%$ = estimated response rate in percentage.

The minimum or adjusted sample size is considered from the table given by the Saunders, Lewis, & Thornhill (2007 pp.212). For this study, the total population assumed was 3286 and the estimated adjusted minimum sample size from the table is 384 at 95% level of certainty and the assumed response rate from the pilot study was 48%. Therefore, the actual sample size required for the current study was estimated as 800.

The respondents were approached basing on two conditions, firstly, he/she must be a permanent employee of the store (not contract or seasonal or third party representative) and secondly, he/she must complete his/her probation period. Due to unavailability of the total list of front-line employees, the study adopted non-probability sampling techniques such as purposive and judgment sampling. Total of 1784 questionnaires were distributed through online and offline, in which 1129 were received and a total of 844 valid questionnaires were finally considered for the study which was more than the estimated sample size.

3.5 Sampling justification

According to Grossnickle and Raskin, (2000), the sample size must represent the target population and large sample increases the strength of generalizability by reducing the sampling error. The current study adopted structural equation modelling (SEM) for analysing the data, minimum of 200 subjects are sufficient to test the model using SEM (Kelloway, 1998), and further suggested by Hair J. F., Black, Babin, Anderson, & Tatham, (2008) minimum of 500 subjects for the models with large number of constructs, thus the arrived sample size was enough to estimate the model fit statistics (Hair, Black, Babin, & Anderson, 2010)

According to Normal Distribution Theory (NDT), to get trustworthy parameter estimates a ratio of 5:1 (sample size to a number of free parameters) and to get appropriate significances tests, the 10:1 ratio would be preferable (Bentler & Chou, 1987). Further, the study also satisfied the Hoelter’s critical number must exceed 200 (Hoelter 1983; Garver & Mentzer 1999; Byrne 2001).

Table 3.3 Parameter Summary

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	81	0	0	0	0	81
Labelled	0	0	0	0	0	0
Unlabelled	53	18	73	0	0	144
Total	134	18	73	0	0	225

The table 3.3 gives the number of unlabelled (free parameters) equal a sum of weights, variances, covariances, means and intercepts as estimated from the collected data. The free parameters estimated for the current study was 144, in order to satisfy the condition of NDT the minimum sample size required is 720 (144*5). Therefore, the considered respondents’ rate was more than 720 for the current study which was 844.

3.6 Survey Instrument

The survey instrument was divided into four parts, part 1 consisting of 40 items in which 10 items measures the employee perceptions on IB practices, 30 items measures the employee perceptions of EB practices. Part 2 consisting of 12 items measure the level of employee engagement. Part 3 included 21 items related to outcome variables such as EJS,

EBP, and EBL. The last part 4 consisting of demographic and functional information of the respondents such as gender, age, marital status, education, experience in the current organization, total experience in the retail sector, nature of the job, position in the company, plan in the next three years. All the parts except part 4 were measured using Likert 5-point scale.

To begin with, the latent variable IB was consisting of 10 items which include brand oriented communication and training (BOCT), and brand oriented leadership (BOI) questions. Similarly, remaining questions in part 1 belong to EB including application and development value (ADV), financial value (FV), employment and social value (ESV) and organizational culture and reputation (OCRV). All the IB items were measured using Likert 5 –point scale and the format ranging from strongly disagree to strongly agree. The list of scale items and other relevant details was presented in table 3.4 and 3.5. The part 2 of the measurement instrument consisting of the questionnaire related to employee engagement, which was again divided into two sub-dimensions such as employee job engagement (EJE) and employee organization engagement (EOE). Total of 12 suitable items were considered from the available EE literature and the scale items were measured using Likert 5-point format where it ranges from strongly agree to strongly disagree. The EE scale was presented in table 3.6. Lastly, part 3 consists of three outcome variables – EJS, EBL, and EBP. Each variable consisting of 8 items, 7 items, and 6 items respectively which were shown in table 3.7. All the items of outcome variables were measured using Likert 5 –point scale and the formats ranging from strongly disagree to strongly agree.

Table 3.4 Measurement items for IB

Sub-construct	Item	Statement	Sources(s)
BOCT	BOCT1	The organization I work in is communicating formal brand related material to me and my colleagues (brochures, booklets, e-mail etc.)	King & Grace (2008), King, (2010)
	BOCT2	The organization I work in informs me of my role in the organization	Punjaisri et al., (2009a), King, (2010)
	BOCT3	I have received training/instructions about how I should carry out my work role	King & Grace (2008)
	BOCT4	I have received training/instructions about how I should treat customers	de Chernatony & Cottam (2006)
	BOCT5	I have received training/instructions about how to be customer focused	King & Grace (2006); Lings et al. (2008)
	BOCT6	I am allowed a high degree of own initiative when taking care of customers	Burmann & Zeplin (2005); Henkel et al. (2007)
BOL	BOL1	My manager(s) regularly work side by side with me and my colleagues in the daily work	Burmann & Zeplin (2005); Vallaster & de Chernatony (2005)
	BOL2	My manager(s) act as a role model in my daily work	de Chernatony et al. (2006); de Chernatony & Cottam (2006)
	BOL3	I am encouraged by my managers to make own decisions regarding the daily work	King & Grace (2006); Henkel et al. (2007); King (2010)
	BOL4	What my organization's brand stands for is reflected in my daily work	Punjaisri & Wilson (2011)

Note: BOCT – Brand oriented communication and training; BOL – Brand oriented leadership

Table 3.5 Measurement items for EB

Sub-construct	Item	Statement	Source(s)
ADV	ADV1	In my company, I have effective internal training opportunities to learn new skills	Tobias et al., (2011); Berthon et al., (2005)
	ADV2	In my company, I have opportunity to teach others from what I have learned	
	ADV3	I feel good about myself as a result of working for a particular company	
	ADV4	I feel more self-confident as a result of working for a particular company	
	ADV5	I am sure that I am gaining career enhancing experience working for a particular company	
	ADV6	The company I work in is more of customer oriented	
	ADV7	All in all, working with this company is an add-on advantage for career development	
FV	FV1	My company has a competitive compensation such as salary, commission, bonus, and overtime	Tobias et al., (2011); Berthon et al., (2005)
	FV2	My company has competitive non-salary benefits such as welfare, medical, holiday, and scholarships	
	FV3	I believe that my company provides me with high job security	
	FV4	I am happy to say that my company provides me with an attractive overall compensation package	
ESV	ESV1	In my company, I have good variety of work activities	Burawat, (2015); Tobias et al., (2011); Berthon et al., (2005)
	ESV2	In my company, I have challenging and interesting tasks to do	
	ESV3	My company provides me with individual development plan	
	ESV4	My company empowers employee to make decisions within the job	
	ESV5	My company has fair and tangible performance measurement tool	
	ESV6	My company provides better hands-on inter-departmental experience	
	ESV7	There are friendly relationships among employees in our organization	
	ESV8	My company has "people first attitude"	
	ESV9	In my company, I have opportunity to support and encourage colleagues	

	ESV10	My organization is a fun and happy working environment	
	ESV11	I believe that I am working in a respectable environment	
OCRV	OCRV1	My organization has executable vision, mission, and policy	
	OCRV2	My organization provides better work-life balance	
	OCRV3	My organization has high work-related values and standards	
	OCRV4	My organization has innovative products and services	
	OCRV5	My organization has well-recognized and diversified products and services	Piyachat (2015); Tobias et al., (2011); Berthon et al., (2005)
	OCRV6	My organization has noble work practices, forward thinking and an innovative employer	
	OCRV7	My organization is socially and environmentally responsible	
	OCRV8	Overall, my organization is a very good brand to have on the resume	

Note: ADV – Application and development value; FV – Financial value; ESV – Employment social value; OCRV – Organizational culture and reputation value.

Table 3.6 Measurement items for EE

Sub-construct	Item	Statement	Source(s)
EJE	EJE1	I really “throw” myself into my job	
	EJE2	Sometimes, I am so into my job that I lose track of time	Lee et al., 2013;
	EJE3	This job is all consuming, I am totally into it	Slatten & Mehmetoglu (2011);
	EJE4	I am enthusiastic about the job I do	Robertson & Cooper (2010);
	EJE5	I view my job as being meaningful and purposeful	Saks, (2006)
	EJE6	I am highly engaged in this job	
EOE	EOE1	Being a member of this organization is very captivating	
	EOE2	I am really into the “goings-on” in this organization	
	EOE3	Being a member of this organization is exhilarating for me	
	EOE4	One of the most exciting things for me is getting involved with things happening in the organization	Lee et al., 2013; Slatten & Mehmetoglu (2011);

EOE5	I am highly engaged in this organization	Robertson & Cooper (2010);
EOE6	I am committed to this organization	Saks, (2006)

Note: EJE – Employee job engagement; EOE – Employee organization engagement

Table 3.7 Measurement items for EJS, EBL, and EBP

Construct	Item	Statement	Source(s)
EJS	EJS1	In general, I like my job very much	
	EJS2	In general, I like working here	
	EJS3	I am sure that my current job is suitable for my capability and aptitude	Lee et al.,(2006)
	EJS4	In general, I feel very comfortable working here	Saks (2006)
	EJS5	I am usually passionate about my job	
	EJS6	My job is like a hobby to me	
	EJS7	I find real pleasure from my job	
	EJS8	All in all, I am satisfied with my job	
EBL	EBL1	I will be happy to spend the rest of career in this organization	
	EBL2	I am planning to search for a new job during the next 12 months ®	
	EBL3	My intention to stay is driven by the fact that I am competent in delivering the brand promise	Punjaisri & Wilson, (2011);
	EBL4	I say positive things about my organization to other people	Chang et al., (2010);
	EBL5	I recommend our organization to someone who seeks my advice	Zeithmal et al., (1996)
	EBL6	I often transmit brand positive value to my friends and family	Colarelli (1984)
	EBL7	I have trust and loyalty towards the organization brand	
EBP	EBP1	The quality level of my services meets the brand standards of the organization	

EBP2	I can successfully fulfill the responsibilities specified in my job	Punjaisri & Wilson (2011);
EBP3	I effectively fulfill the promise that the brand has with customers	Chang et al., (2010)
EBP4	I always handle customers specific requests within the standards set for the brand	
EBP5	I strengthen my professional knowledge to foster brand value and performance	
EBP6	I am willing to endlessly enhance my brand-related skills to meet the desire brand performance	

Note: EJS – Employee job satisfaction; EBL – Employee brand loyalty; EBP – Employee brand performance

3.7 Research method of data analysis

The respondents' data were analyzed using statistical software such as Microsoft Excel, SPSS (statistical package for social sciences) version 21 and AMOS (analysis of moment structure) version 21. Initially, study conducted the procedure of data examination, followed by descriptive statistics to examine and summarize the demographic profiles of the respondents, factor analysis was used to explore and confirm the scale items, structural equation modelling was adopted to confirm the first-order and second-order structures, and also to test the validity and reliability statistics, and further for the relationship testing. Lastly, the multi-group analysis was used to examine the effect of moderating variables on the study relationships.

3.7.1 Examining the data and descriptive statistics

Data examination is most important and the first step in any quantitative research analysis. It helps the researcher to evaluate the impact of missing data and identifies the outliers in order to avoid the hidden effects on the results (Hair, Black, Babin, & Anderson, 2010). Descriptive statistics methods were used to screen the data for further analysis, to check the normality of the data and lastly, the respondents demographic profiles were described using frequency tables.

3.7.2 Factor analysis

Factor analysis is an interdependence multivariate technique which is used to orderly simplify a great number of inter-correlated measures to a few representative factors (Ho, 2006). It is of two types, firstly, exploratory factor analysis (EFA) was used to clear the uncertainty about the number of factors which are appropriate to clarify the

interrelationships among a set of items. Therefore, factor analysis not only helps the researcher to gain the clear understanding of the data but also has the possibility of using the output for further analysis (Field, 2009). Maximum – likelihood method was applied for the current study because of its ability to generalize the results from the sample respondents to a huge population. Direct oblimin rotation method was chosen to permit the correlations between the factors as the theory explaining that the underlying factors exhibiting some kind of relations among them. Some other important conditions were considered such as Eigenvalue must be greater than 1, communalities must be greater than .05, and factor loadings must be greater than ± 0.4 in order to explain the acceptable variance (Kaiser, 1960; Steven, 2002; Field, 2009; pg 637). A set of factor loadings of two different matrices were considered for the study, which is pattern matrix and structure matrix. Structure matrix explains the correlation coefficients within each variable and factor whereas pattern matrix gives regression coefficients for each variable on each variable, and these can be interpreted differently as per the study requirement (Field, 2009; pg 631).

Secondly, confirmatory factor analysis (CFA) is similar to other multivariate techniques and this helps the researcher to either confirm or reject the developed measurement theory. Therefore, the current study adopted the technique of CFA to specify the measured variables logically and systematically signify the constructs involved in the measurement theory.

3.7.3 Structural equation modelling (SEM)

SEM is an extension of several other multivariate techniques especially to factor and multiple regression analysis. This is the only measurement tool used to examine both subsequent dependence relationships and the critical theoretical relationships in single technique (Hair, Black, Babin, & Anderson, 2010). The Chi-square measures are important for accepting or rejecting a model and it is sensitive to sample size. In most of the cases chi-square statistics likely to reject the measurement model when large samples are used (Joreskog & Sorbom, 1993; 1994; Bentler & Bonnet, 1980) and on the other hand it may lose its power to differentiate between the best fit and poor fit when small samples are used (Kenny & McCoach, 2003). Therefore, the study considered all model fit measures such as absolute fit measures (AFM), incremental fit measures (IFM), and parsimonious fit measures (PFM) including chi-square statistics to be in the acceptable threshold levels suggested by Hu and Bentler, (1990). Firstly, AFM determines the model fit statistics which explains the suitability of the sample data for the measurement and structural models and they are chi-square (CMIN) value and ratio of chi-square to degrees of freedom must not be significant at 0.05 and between 2 to 5 respectively, the goodness of fit index (GFI) and root mean square error of approximation (RMSEA) values must be greater than .9 and lesser or equal to 0.08 (Bentler, 1989; Browne & Cudeck, 1993; Hair, Black, Babin, & Anderson, 2010). Secondly, IFM helps researcher to compare the proposed and baseline study models and they are adjusted goodness fit index (AGFI), normed fit index (NFI) and comparative fit index (CFI) must be greater than 0.9 (Bentler, 1989; Browne & Cudeck, 1993; Hair, Black, Babin, & Anderson, 2010). Lastly, PFM used to give information about the suitable and best model among all

the competing models in the study and this can be considered based on the parsimonious normed fit index (PNFI) and parsimonious goodness fit index (PGFI) must be in the range of 0 to 1 (Bentler, 1989; Browne & Cudeck, 1993; Hair, Black, Babin, & Anderson, 2010). Based on these statistics study identified the models for further analysis.

According to Malhotra, (2007), to test a casual model, establishing adequate validity and reliability to the measurement scale is very important and it also strengthens the study for further references. Therefore, convergent, discriminant, and nomological validity, as well as construct reliability were tested for the study constructs. Face and content validity is taken care at the time of questionnaire development by considering expert opinions and suggestions (Kaplan & Sacuzoo, 1993; Cooper & Schindler, 2003). According to Churchill (1992), if the Cronbach value is greater than 0.7 then the measurement scale has construct reliability. Further, construct validity is confirmed based on the convergent validity which is again ensured with the value of average variance explained (AVE) must be greater than or equal to 0.5 and factor loadings must be greater than or equal to 0.7 and construct reliability; followed by discriminant validity which can be confirmed by checking the value of AVE must be greater than squared inter-constructs correlations; and lastly, nomological validity is confirmed by checking the significant correlations among the study constructs (Hair, Black, Babin, & Anderson, 2010).

3.7.4 Moderating and Mediating analysis

Multi-group analysis was used to cross-validate the study relationships among various groups based on respondents' demographical and functional factors (Byrne, 2001). This can be tested using Chi-square difference test and if the value is significant then the result

is confirmed that there exists a significant difference among the particular group in the tested relationship. Further, if this test is conducted using moderating variables and it is called as moderation analysis (Jöreskog & Sörbom 1993). Finally, a bootstrap method was used to test the significant indirect effects of the study constructs which is called as mediation analysis.

The current chapter discussed the methodology adopted for the study which includes target and accessing population, sampling procedure, data collection, sampling justification, survey instrument and data analysis techniques. Chapter four presents the results of the current study.

CHAPTER 4
RESEARCH RESULTS

CHAPTER 4

RESEARCH RESULTS

The current chapter discusses the results of data analysis in a systematic procedure. It began with data screening and preparation, discussion of pilot study results, followed by the main study. Data purification, reliability analysis, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were performed to validate the measurement scale developed for the study. Further, structural equation modelling and multi-group analysis were carried to examine the relationships identified in the proposed theoretical model. Mediation and moderation analysis were also carried to explore the role of employee engagement between input variables and outcome variables among different groups. The results were clearly shown numerically and also using path diagrams to support the study relations in this chapter as follows.

4.1 Data screening and preparation

4.1.1 Normality of the sample

This study considered different parametric tests to test the relationships drawn from the theory. In order to justify the results, the study sample must satisfy some very important thumb rules or assumptions such as normality of data, interval data and independence (Field 2009, pg. 133). Interval and independence were taken into consideration at the time of designing measurement scale and data collection, whereas, the normality of sample should be tested before applying statistical techniques. It was assumed on two indicators basing on their values, that is, skewness and kurtosis, and their values ranging between -3 to +3 to satisfy the thumb rule of the normal distribution (DeCarlo 1997,

Stuart & Ord 1994). The present study collected data from 844 respondents which were considered to be a large sample to assume that the data obeys the rule of normal distribution.

Table 4.1 display the results of descriptive statistics for the constructs internal branding (IB), employer branding (EB), employee engagement (EE), employee job-satisfaction (EJS), employee brand loyalty (EBL), employee brand performance (EBP) with the values of skewness and kurtosis ranging as per the prescribed requirements. Normal P-P plot of regression standardized residuals for both EBL and EBP variables were shown in the appendix.

Table 4.1 Descriptive statistics for the study constructs

	Minimum	Maximum	Mean	SD	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IB	1	5	3.63	0.86	-1.15	0.08	0.26	0.17
EB	2	4	3.48	0.75	-1.23	0.08	-0.01	0.17
EBL	1	5	3.56	1.06	-0.91	0.08	-0.64	0.17
EBP	1	5	3.56	0.95	-0.75	0.08	-0.35	0.17
EJS	1	5	3.67	1.09	-1.05	0.08	-0.30	0.17
EE	1	5	3.59	0.96	-1.08	0.08	-0.41	0.17

Note: IB – Internal branding, EB – Employer branding, EBL – Employee brand loyalty, EBP – Employee brand performance, EJS – Employee job satisfaction, EE – Employee engagement.

Furthermore, fig 4.1(a) and (b) shows the normal probability curves for the outcome variables, that is, employee loyalty and employee brand performance as dependent variables and all other constructs as independent variables. Therefore, it could be concluded from the results that the sample was assumed to be normal to conduct the parametric tests.

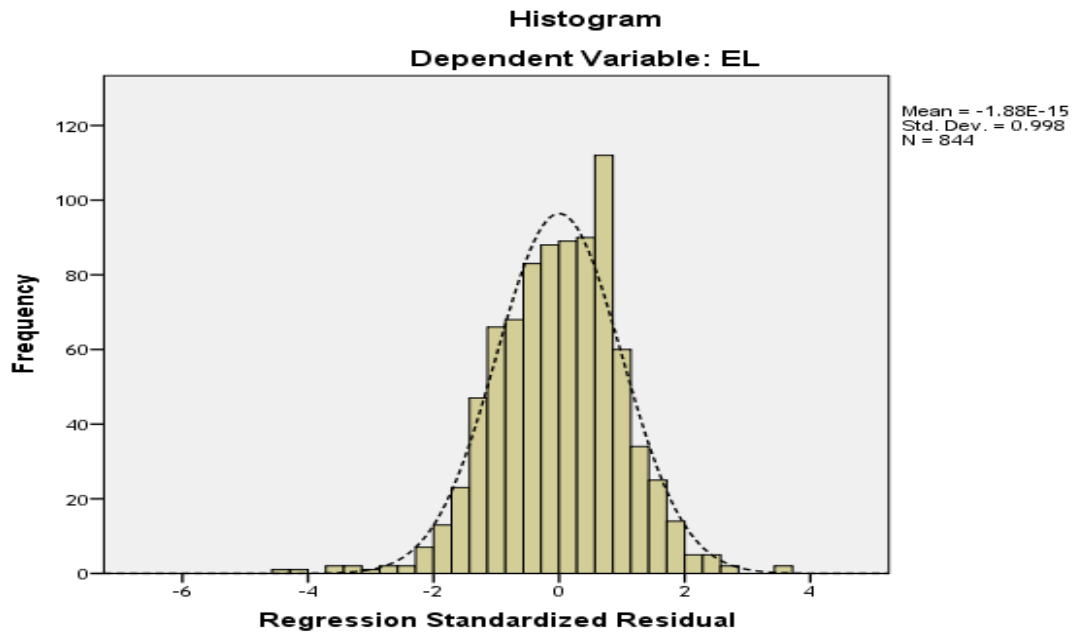


Figure 4.1(a) Normal probability curve for EBL

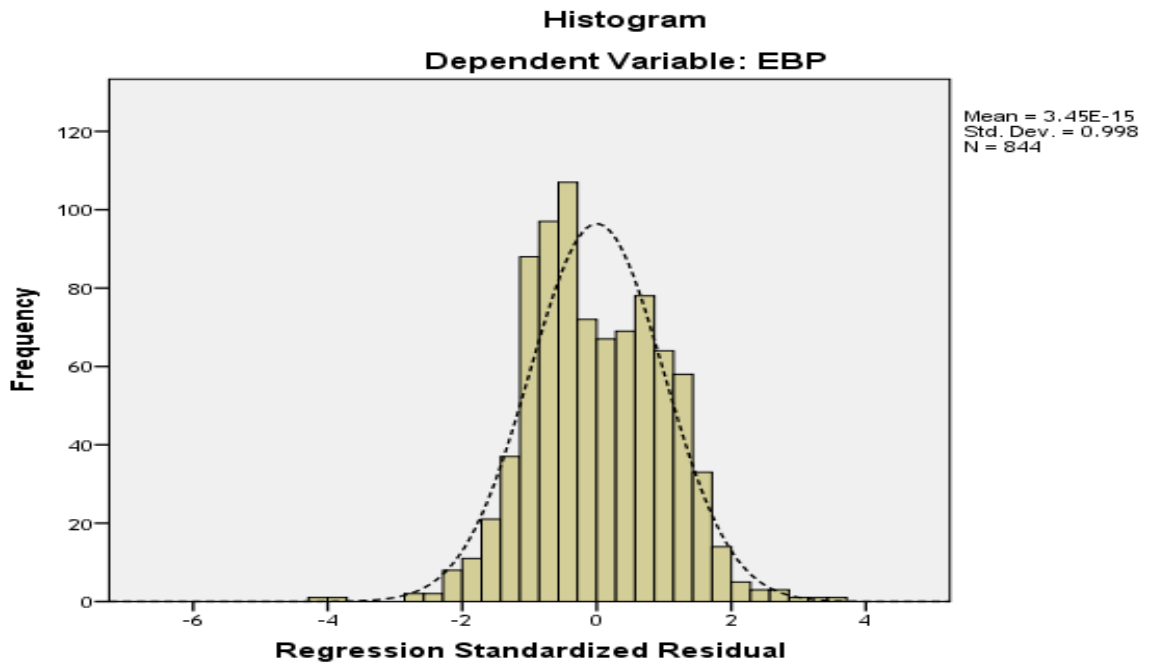


Figure 4.1 (b) Normal probability curve for EBP

4.1.2 Population and sample

This study considered organized retail front-line employees of five corporate retailers in South-India. The total numbers of front-line employees of five corporate retailers from three major cities were assumed to be 3286 approximately; these figures were collected from the personal contact, company websites and some other valid sources. The study sample was projected to be 800 respondents from five corporate retailers, and a sample of 228 was collected for the pilot study. Total of 1784 questionnaires were distributed, there were 1129 questionnaires were received by the researcher. Finally, 844 valid questionnaires were considered for the study, so the response rate was 63.28 percent. The accounted questionnaires for the study was 844 (74.75 percent) from five corporate retailers.

4.1.3 Demographic characteristics of the respondents

The study questionnaire was divided into four parts and the fourth part of the questionnaire was about the demographic information of the targeted respondents. It consisted of gender, the age of the respondent, education, marital status, experience in the current organization, total experience in the retail sector, and nature of the job, position in the company and plan for next three years. The detailed demographic information obtained from the respondents was discussed below.

Table 4.2 Demographic characteristics of the respondents'

Characteristics	Category	Frequency	%
Gender	Male	474	56.2
	Female	370	43.8
Age (years)	18-25	273	32.3
	26-35	444	52.6
	36-45	112	13.3
	46-55	15	1.8
Marital status	Single	143	16.9
	Married	701	83.1
Education	SSC	5	0.6
	Under graduation	196	23.2
	Graduation	590	69.9
	Post-graduation	53	6.3
Experience in current organization	6 months - 1 year	57	6.8
	1 - 2 years	403	47.7
	2 - 3 years	339	40.2
	3 - 5 years	45	5.3
	Total experience in the retail sector	< 5 Years	484
	5 - 10 Years	325	38.5
	10 - 15 Years	35	4.1
Nature of job	Sales	199	23.6
	Customer relations	510	60.4
	Supervisor	69	8.2
	Administration	66	7.8
Position in the company	Lower management	57	6.8
	Administrative	76	9
	Customer touch points	711	84.2
Plan in next three years	Work with same company	582	69
	Change company	259	30.7
	Early retirement	3	0.4

The majority of the sample respondents were male which accounted to be 56 % and 52.6 % of the respondents' accounts under the age group of 26-35 years and most of them were married (83.1%). Further, 70% of the front-line employees working in the five retail corporates were graduates and having a minimum of 1 to 2 years' experience in the current retail corporate. Moreover, 57.3% were having less than 5 years' experience in the retail sector and 60% of them were working as customer relations. Lastly, 84.2% were positioned at customer contact points and 69% employees want to stay with the same retailer for the next three years.

Table 4.3 Demographic characteristics of the majority of respondents'

Characteristics	Category	%
Total response rate		63.28
Gender	Male	56.2
Age (years)	26 - 35	52.6
Marital status	Married	83.1
Experience in current company	1 - 2 years	47.7
Total experience in retail sector	< 5 years	57.3
Nature of job	Customer relations	60.4
Position in the company	Customer touch points	84.2
Plan in next three years	Work with same company	69

4.2 Pilot testing

In order to ensure that the variables considered for the main study provide valid results, the technique of pre-testing of the measurement instrument was adopted. According to

Brace (2008), pre-testing of the measurement scale ensures that the questionnaire considered for the main study was valid and reliable. Thus, the study systematically validated the measurement scale which was discussed below.

4.2.1 Face and content validity

Validation of the measurement instrument was carried out to reduce the ambiguity and redundancy of the scale items in the questionnaire. Therefore, the questionnaire was pre-tested initially by industry experts, six middle and lower-management employees, and 15 frontline employees from the organized retail sector and further five subject experts from academia were contacted. To strengthen the face and content validity of the questionnaire, experts from both industry and academia were requested to read and correct the statements in terms of wordings, language, clarity and redundancy of items to overcome any other researchers' bias. Basing on the experts suggestions few repetitive statements were removed from the questionnaire and some other required modifications were also made for the pilot data collection.

4.2.2 Reliability and construct validity for pilot study

Three corporate retailers (Mom & Me, Pantaloons, and Reliance) from Hyderabad were considered for the pilot data collection. A total of 245 responses have been collected and 17 were eliminated from analysis after conducting data screening due to consisted response bias.

The reliability test was conducted to determine the internal consistency of the measurement instrument. The Cronbach's alpha value for internal branding, employer branding, employee engagement and outcome variables were represented in table 4.4.

Hair et al. (2006) recommend if the Cronbach's alpha value of the measurement instrument came out to be greater than 0.7, then it is adequate for using the scale for further analysis. Therefore, the alpha values given in the below table 4.4 were satisfying the above condition, which means reliability of the study instrument was established.

Table 4.4 Reliability Statistics of pilot study

Variable name	Cronbach's alpha	N of items
Internal branding	0.93	12
Employer branding	0.98	40
Employee engagement	0.94	16
Outcome variables	0.97	22

Factor analysis is a dimension reduction technique which is used to reduce the dimensionality of the actual construct and to develop a new set of items which are supported by the underline existing theory (Rietveld & Van Hout, 1993; pp. 254). To establishing construct validity for the current study, exploratory factor analysis (EFA) was conducted to bring the inter-correlated variables together as more general and underlying variables. The principal component method was selected under extraction because of its benefit of summarizing the majority of the unique information in a less number of factors for prediction purposes. Furthermore, Eigen values greater than one as an extraction criteria and varimax rotation method was considered to extract the factors for the study.

The results from exploratory factor analysis demonstrated that some items with fewer communalities (< 0.5), low factor loadings (< 0.4) and the items with cross-loadings difference less than 0.2 were eliminated from the study (Hair et al. 2008). Thus, nine

items were dropped from the study to obtain construct validity for the measurement instrument. Finally, the p-values obtained were also showing a significant association between latent and observed variables and it could thus be concluded that the pilot study results were feasible for carrying further analysis.

4.3 Main study testing

The pilot study results revealed that the measurement scale has both validity and reliability. Therefore, the proposed conceptual framework/theoretical model was considered to be realistic and rational to carry forward. Full data was collected from the target respondents as per the study requirement. Data screening was applied to main study sample to identify the responses with consistent respondent bias and unfilled responses. These were removed from the main study analysis for obtaining better results. The results of the main study were discussed in this section are as follows.

4.4 Structure of Internal branding (IB)

The study was organized in such a way that each construct in the measurement instrument have undergone valid testing procedures to make sure that the study variables can use for further references. Therefore, exploratory factor analysis, confirmatory factor analysis were used to explain and confirm the developed factor structure for IB.

4.4.1 Reliability analysis for IB

The test of reliability refers to measure the consistency of a measurement scale and it is denoted with α . According to Cortina (1993), the Cronbach's α is referred to measure the strength of the factor and the value depends on a number of items on the scale construct. Total of ten items were considered under the internal branding construct and the

reliability statistics was shown in table 4.5. The internal consistency of the measurement scale was more than the acceptable level. Furthermore, the Cronbach's α value for each item if deleted on the scale was also shown in table 4.6 which clearly explains the impact of each item on overall α value and it should be around .8 or higher (Field, 2009; pg 677).

Table 4.5 Reliability Statistics for IB

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.934	0.94	10

Table 4.6 Item-Total Statistics for IB

Item Name	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
BOCT1	32.99	71.46	0.72	0.67	0.93
BOCT2	32.92	71.46	0.74	0.68	0.93
BOCT3	33.1	71.55	0.77	0.70	0.93
BOCT4	32.93	69.71	0.78	0.74	0.93
BOCT5	32.96	69.63	0.79	0.71	0.93
BOCT6	33.1	71.56	0.72	0.63	0.93
BOL1	33.09	71.07	0.77	0.69	0.93
BOL2	33.11	70.17	0.73	0.65	0.93
BOL3	32.95	69.36	0.71	0.62	0.93
BOL4	32.96	70.66	0.78	0.70	0.93

Note: BOCT – Brand oriented communication and training, BOL – Brand oriented leadership

4.4.2 EFA for IB

The main purpose of the factor analysis is to trim down a large set of data to a smaller subset of dimension variables, and these factor scores are used to carry out further analysis rather than the original data. Moreover, factor analysis is used to explore the data to generate potential hypothesis for testing the relationships identified from the theory. Therefore, suitable extraction and rotation methods were applied to run the analysis.

Kaiser – Mayer – Olkin and Bartlett's test of sphericity was adopted to confirm the sample considered for the study was adequate and appropriate to conduct factor analysis. The KMO measurement statistics ranges between 0 and 1 and the least value 0 indicates the diffusion in the pattern of correlation which termed to be likely inappropriate for conducting factor analysis. Whereas, the high value close to 1 indicates the correlation patterns obtained were relatively compact and obtained factor scores were reliable and distinct (Kaiser 1970). Further, it is recommended that the KMO value is greater than 0.5 is acceptable, values within 0.5 and 0.7 are average, values ranges 0.7 and 0.8 are fine, more than 0.8 are great and superb (Hutcheson & Sofroniou, 1999; Kaiser, 1974). Bartlett's test of sphericity tells whether the original correlation matrix identified is significantly different from the identical matrix then factor analysis can be carried out for the further analysis. The results of KMO and Bartlett's test of sphericity was given in table 4.7 and both values are assumed to be qualified as per the acceptable criteria's discussed above.

Table 4.7 KMO and Bartlett's Test for IB

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.92
Bartlett's Test of Sphericity	Approx. Chi-Square	6978.60
	Df	45
	Sig.	***

Maximum – likelihood method was applied for the current study because of its ability to generalize the results from the sample respondents to a huge population. Direct oblimin rotation method was chosen to permit the correlations between factors as the theory explaining that the underlying factors exhibiting some kind of relations among them. Further, eigenvalue greater than one were selected as an extraction method for exploring underlying factors for the current study and the results were shown in the tables 4.8 and 4.9.

The results of factor extraction were explained basing on communalities extracted, eigenvalue, total variance explained by each subset and factor loadings (both structure matrix and pattern matrix). Communality is an amount of common variance present in a variable and the variance must be greater than 0.5 are acceptable (Field, 2009; pg 637). According to Kaiser (1960), eigenvalue which is greater than one is acceptable because a variable whose eigenvalue are greater than or equal to one explains a substantial amount of variation. From the table 4.8, it was clear that the two factors were extracted in the process, factor 1 (BOCT) consisting of six items with communalities greater than 0.5 and the variance explained was 62.05% with an eigenvalue of 6.511. Similarly, factor 2 (BOL) consisting of four items with acceptable communality values and 7.68% of variation was explained with an eigenvalue of 1.03.

Table 4.8 Communalities and Total variance Explained for IB

	Communality	Eigen values	% of Variance	Cumulative %
BOCT1	0.54			
BOCT2	0.56			
BOCT3	0.77	6.51	62.05	62.05
BOCT4	0.79			
BOCT5	0.76			
BOCT6	0.66			
BOL1	0.76			
BOL2	0.69	1.03	7.68	69.74
BOL3	0.66			
BOL4	0.76			

Note: BOCT – Brand oriented communication and training, BOL – Brand oriented leadership

Table 4.9 Structure Matrix and Pattern Matrix for IB

	Structure Matrix		Pattern Matrix	
	BOCT	BOL	BOCT	BOL
BOCT1	0.71		0.48	
BOCT2	0.72		0.49	
BOCT3	0.88		0.93	
BOCT4	0.89		0.91	
BOCT5	0.87		0.84	
BOCT6	0.81		0.80	
BOL1		0.87		0.86
BOL2		0.84		0.85
BOL3		0.81		0.81
BOL4		0.87		0.83

Extraction Method: Maximum Likelihood.

Rotation Method: Oblimin with Kaiser Normalization.

Note: BOCT – Brand oriented communication and training, BOL – Brand oriented leadership

Stevens (2002) recommends that factors with greater than 0.4-factor loadings will explain acceptable variance in the variable. Therefore, the study considered variables with factor

loadings greater than 0.4 for further analysis and was shown in table 4.9. The below table represent factor loadings with two different matrices, structure matrix and pattern matrix. Structure matrix explains the correlation coefficients within each variable and factor whereas pattern matrix gives regression coefficients for each variable on each variable, and these can be interpreted differently as per the study requirement (Field, 2009; pg 631).

4.4.3 CFA for IB

CFA is similar to other multivariate techniques and this helps the researcher to either confirm or reject the developed measurement theory. Therefore, study adopted the technique of CFA to specify the measured variables (BOCT and BOL) logically and systematically signify the construct (IB) involved in the measurement theory. The construct IB was explored under two factors, brand oriented communication and training (BOCT), and brand oriented leadership (BOL). Further, each factor was again represented with five items and four items respectively. The results of the first order and second order CFA was discussed below systematically including with comparative model fit analysis for further considerations.

Table 4.10 Model fit statistics of first order CFA of IB

Fit statistics	Measures	Value
Chi square (χ^2)	CMIN	77.11
	Df	21
	p value	***
Absolute Fit Measures	Goodness-of-fit index(GFI)	0.98
	Root mean square error of approximation (RMSEA)	0.05
	Root mean square residual (RMR)	0.019
Incremental fit indexes	Normed Chi-square	3.67
	Normed fit index (NFI)	0.99

	Comparative fit index (CFI)	0.99
	Relative fit index (RFI)	0.98
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	0.96
	Parsimony normed fit index (PNFI)	0.78

The Chi-square measures are important for accepting or rejecting a model and it is sensitive to sample size. In most of the cases chi-square statistics likely to reject the measurement model when large samples are used (Joreskog & Sorbom, 1996; 1981; Bentler & Bonnet, 1980) and on the other hand it may lose its power to differentiate between the best fit and poor fit when small samples are used (Kenny & McCoach, 2003). Therefore, the study considered all model fit measures such as absolute fit measure, incremental fit indexes and parsimony fit indexes including chi-square statistics to be in the acceptable threshold levels suggested by Bentler, (1990) and was shown in the table 4.10.

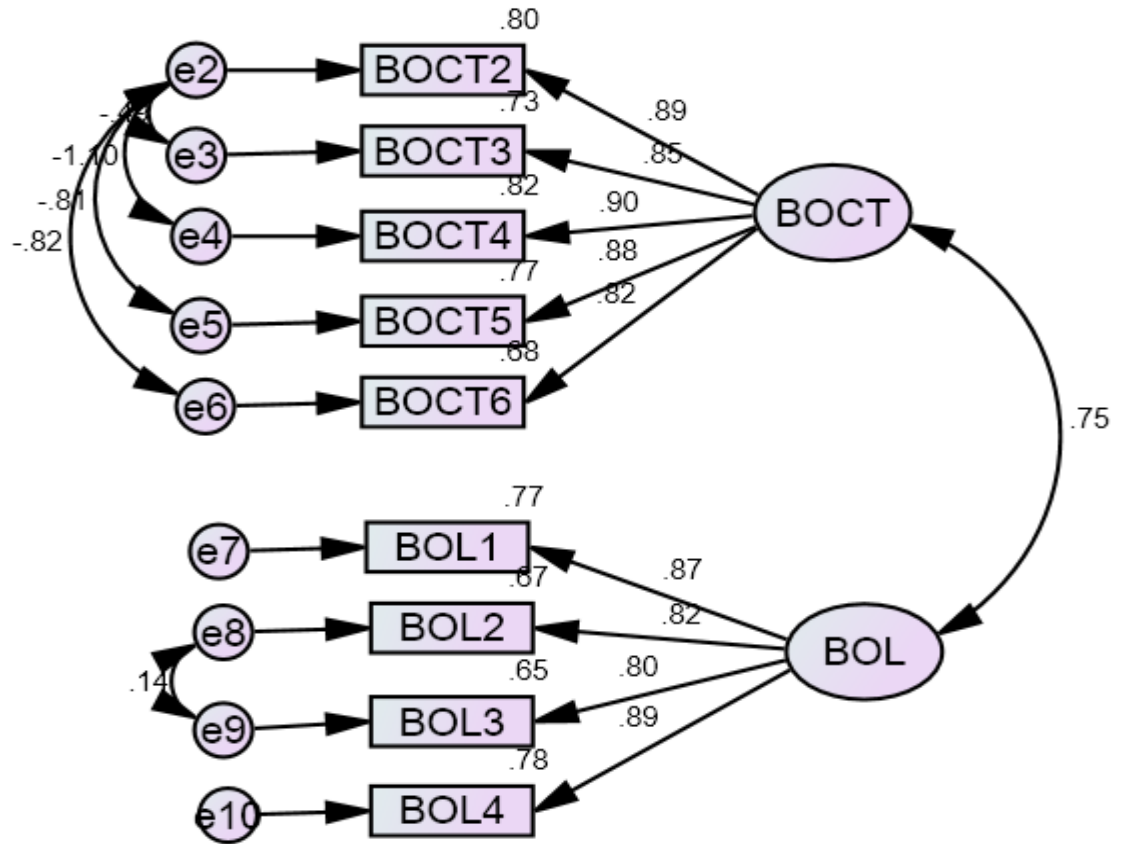


Figure 4.2 IB first-order CFA model

According to Malhotra, (2007), to test a casual model, establishing adequate validity and reliability to the measurement scale is very important and it also strengthens the study for further references. Therefore, convergent, discriminant, and nomological validity, as well as construct reliability, was tested and shown in the table 4.11. All the CFA standardized factor loadings were ranging from 0.8 to 0.9 and were greater than 0.7 thresholds (Hair et al., 2010). Average variance extracted (AVE) was 0.76 for BOCT and 0.94 for BOL and were more than 0.5 thresholds (Hair et al., 2010). Therefore, the measurement scale IB has convergent validity.

According to Fornell and Larcker (1981), for establishing discriminant validity, the observed AVE must be greater than the squared correlation of the factor and the measurement scale has satisfied the condition. Moreover, each observed item in the scale was significantly correlated with the corresponding latent factors which were shown in figure 4.2 and it was indicating that the nomological validity was established. The thumb rule of construct reliability values must be greater than 0.7 and the study factors showing 0.94 and 0.9 respectively indicating the factors BOCT and BOL exhibiting strong internal consistency. Thus, the measurement sub-constructs of IB have both validity and reliability and considered for establishing relationships for further analysis in the study.

Table 4.11 Validity and Reliability statistics of first order IB

	Factor Loadings		t-value	Inter-item correlations	
	BOCT	BOL		BOCT	BOL
BOCT2	0.89		#		
BOCT3	0.85		22.42***		
BOCT4	0.90		21.86***	1	0.51 ^c
BOCT5	0.88		21.74***		
BOCT6	0.82		20.03***		
BOL1		0.87	#		
BOL2		0.82	30.00***	.714 ***	1
BOL3		0.80	28.97***		
BOL4		0.89	34.44***		
AVE	0.76	0.72			
CR	0.94	0.9			

Note 1: AVE - Average Variance Extracted; CR – Construct Reliability; *** Significant at 0.001; c - Square of inter-construct correlation; # t-value is fixed at one and hence not estimated.

Note 2: BOCT1 dropped due to low factor loadings at the stage of CFA

Table 4.12 Validity and Reliability measures for second order IB

Second order factor	First order factor	Standardized loadings	R square	AVE	CR
IB	BOCT	0.85	0.73		
	BOL	0.88	0.78	0.75	0.86

Note: IB - Internal Branding; AVE - Average Variance Extracted; CR - Construct Reliability; R-square - Coefficient of determination

The second order CFA was conducted to test whether IB exhibits a significant relationship with BOCT and BOL to form a multidimensional construct. The results of second-order CFA model of IB was presented above in the tables 4.12 and 4.13. Furthermore, all the measured values are above-accepted threshold level, and each dimension has a significant positive relationship ($p < .01$) shown in figure 4.3. Therefore, the construct IB can further use for hypothesis testing in the study.

Table 4.13 Model fit statistics of second order CFA of IB

Fit statistics	Measures	Value
Chi square (χ^2)	CMIN	31.56
	Df	17
	p value	0.01
Absolute Fit Measures	Goodness-of-fit index(GFI)	0.99
	Root mean square error of approximation (RMSEA)	0.03
	Root mean square residual (RMR)	0.015
Incremental fit indexes	Normed Chi-square	1.85
	Normed fit index (NFI)	0.99
	Comparative fit index (CFI)	0.99
	Relative fit index (RFI)	0.98
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	0.97
	Parsimony normed fit index (PNFI)	0.77

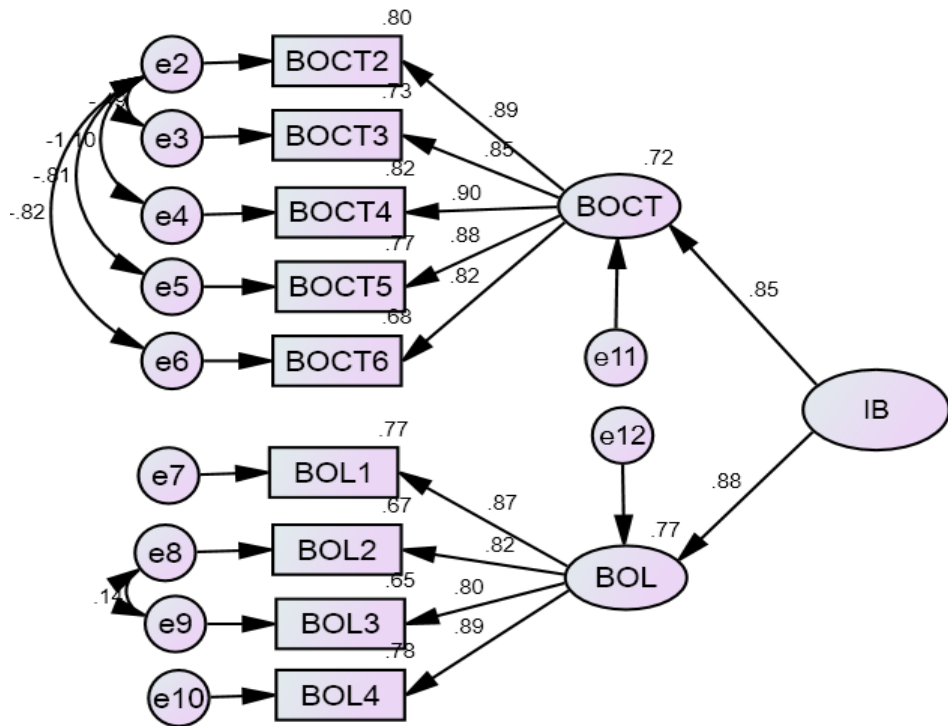


Figure 4.3 IB Second-order CFA model

4.4.4 Comparative model fit analysis of first-order and second-order CFA of IB

Below table 4.14 gives the comparative indexes of first-order and second-order CFA of IB. The statistics of both first-order and second-order model of IB were likely to be similar, the difference in normed chi-square value between the first-order and second-order CFA model and rest all statistics GFI, NFI, CFI, RFI, and AGFI were greater than 0.9 and were as per the prescribed requirements. Therefore, both first-order and second-order CFA model of IB can be considered for the hypothesis testing in the further analysis.

Table 4.14 Comparative fit indexes of first-order and second-order CFA of IB

Model	χ^2	Df	χ^2/df	GFI	RMSEA	NFI	CFI	RFI	AGFI
First-order	77.11	21	3.67	0.98	0.05	0.98	0.99	0.97	0.95
second-order	31.56	17	1.85	0.99	0.03	0.99	0.99	0.98	0.97

4.5 Structure of Employer Branding (EB)

To begin with, a reliability test was applied to check the internal consistency of the measurement scale EB. Total of thirty items fall into four sub-constructs forms EB scale for further analysis and the reliability score was given in the table 4.15. It was observed that the Cronbach's alpha (α) value was above the thresholds acceptance level and hence the measurement scale items having internal consistency. Further, table 4.16 displays the Cronbach's alpha value for each item if deleted on the scale and the results clearly show the impact of each item on overall Cronbach's α value.

Table 4.15 Reliability Statistics for EB

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.969	0.97	30

Table 4.16 Item-Total Statistics for EB

Item Name	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ADV1	102.62	532.01	0.71	0.96
ADV2	102.57	532.07	0.71	0.96
ADV3	102.52	530.29	0.76	0.96
ADV4	102.56	535.02	0.66	0.96
ADV5	102.58	536.18	0.67	0.96
ADV6	102.58	537.09	0.67	0.96
ADV7	102.49	531.78	0.70	0.96
FV1	102.41	529.20	0.67	0.96
FV2	102.42	530.59	0.68	0.96
FV3	102.36	526.40	0.75	0.96
FV4	102.47	531.65	0.65	0.96
ESV1	102.54	527.95	0.76	0.96
ESV2	102.53	523.84	0.80	0.96
ESV3	103.14	551.45	0.23	0.97

ESV4	102.62	531.82	0.72	0.96
ESV5	102.57	529.20	0.81	0.96
ESV6	102.62	533.84	0.74	0.96
ESV7	102.63	532.12	0.73	0.96
ESV8	102.64	531.58	0.79	0.96
ESV9	103.08	549.35	0.30	0.96
ESV10	102.54	528.64	0.81	0.96
ESV11	102.54	529.81	0.77	0.96
OCRV1	102.41	523.18	0.76	0.96
OCRV2	102.46	529.92	0.75	0.96
OCRV3	102.31	522.65	0.75	0.96
OCRV4	102.45	532.53	0.72	0.96
OCRV5	102.33	525.69	0.71	0.96
OCRV6	102.37	525.24	0.78	0.96
OCRV7	102.23	519.06	0.77	0.96
OCRV8	102.27	518.96	0.78	0.96

Note: ADV – Application and Development value; FV – Financial value; ESV – Employment and Social value; OCRV – Organization culture and Reputation value.

4.5.1 EFA for EB

Firstly, the test of Kaiser – Meyer – Olkin (KMO) and Bartlett’s test of sphericity was applied and the corresponding results were shown in the table 4.17. The KMO value was 0.896 and the approximate chi-square value was 38255.649, significant at 0.000 indicating that the relationships among items were acceptable and can further consider for conducting EFA.

Table 4.17 KMO and Bartlett's Test for EB

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.89
Bartlett's Test of Sphericity	Approx. Chi-Square	38255.64
	Df	435
	Sig.	***

Maximum-likelihood and Promax were chosen as extraction and rotation methods respectively to explore the underlying factors. Eigen values greater than one was selected

to extract the sub-construct and the results were shown in the table 4.18. Items whose communality was more than 0.5 were accepted for the further analysis except ESV9 (4.53) due to its high factor loading. Total cumulative percentage of variance explained by the four underlying factors of EB was 77.4 %. Therefore, 30 items were grouped under four sub-constructs namely application and development value (ADV), financial value (FV), employment and social value (ESV), and organization culture and reputation value (OCRV). Furthermore, table 4.19 demonstrate the correlation and regression coefficients within each variable and factor using structure matrix and pattern matrix.

Table 4.18 Communalities and Total variance Explained for EB

	Extraction	Eigenvalues	% of Variance	Cumulative %
ADV1	0.8			
ADV2	0.80			
ADV3	0.75			
ADV4	0.73			
ADV5	0.72			
ADV6	0.70			
ADV7	0.73	16.44	52.11	52.11
FV1	0.95			
FV2	0.95			
FV3	0.79			
FV4	0.80	3.45	9.28	61.40
ESV1	0.77			
ESV2	0.80			
ESV3	0.23			
ESV4	0.76			
ESV5	0.78			
ESV6	0.70			
ESV7	0.71			
ESV8	0.83			

ESV9	0.45			
ESV10	0.86			
ESV11	0.83	2.70	10.47	71.88
OCRV1	0.84			
OCRV2	0.80			
OCRV3	0.85			
OCRV4	0.80			
OCRV5	0.79			
OCRV6	0.86			
OCRV7	0.84			
OCRV8	0.89	1.53	5.54	77.41

Note: ADV – Application and Development value; FV – Financial value; ESV – Employment and Social value; OCRV – Organization culture and Reputation value.

Table 4.19 Structure Matrix and Pattern Matrix for EB

	Structure Matrix				Pattern Matrix			
	ADV	FV	ESV	OCRV	ADV	FV	ESV	OCRV
ADV1			0.88		0.87			
ADV2			0.87		0.84			
ADV3			0.85		0.73			
ADV4			0.84		0.98			
ADV5			0.84		0.90			
ADV6			0.83		0.86			
ADV7			0.85		0.88			
FV1				0.97		0.92		
FV2				0.97		0.92		
FV3				0.83		0.64		
FV4				0.89		0.82		
ESV1		0.86					0.76	
ESV2		0.87					0.73	
ESV3		0.41					0.65	
ESV4		0.86					0.86	
ESV5		0.85					0.67	
ESV6		0.82					0.65	
ESV7		0.83					0.69	
ESV8		0.89					0.75	
ESV9		0.58					0.91	

ESV10	0.92	0.81	
ESV11	0.90	0.84	
OCRV1	0.91		0.94
OCRV2	0.89		0.92
OCRV3	0.91		0.97
OCRV4	0.89		0.95
OCRV5	0.87		0.89
OCRV6	0.91		0.90
OCRV7	0.91		0.91
OCRV8	0.94		0.97

Extraction Method: Maximum Likelihood.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Note 1: ADV – Application and Development value; FV – Financial value; ESV – Employment and Social value; OCRV – Organization culture and Reputation value.

4.5.2 Confirmatory factor analysis for EB

CFA was used to assess the validity of developed EB theoretical model. This helps the researcher to seek clarity on the relationships of underlying items which are designed to measure the particular construct (Byrne, 2001). Therefore, a study carried out first-order and second-order confirmatory factor analysis to identify the model fit statistics, which are further used to confirm the developed theoretical framework, was best suitable for hypothesis testing.

Table 4.20 Model fit statistics of first-order CFA of EB

Fit statistics	Measures	Value
Chi square (χ^2)	CMIN	580.51
	Df	129
	p value	***
Absolute Fit Measures	Goodness-of-fit index(GFI)	0.87
	Root mean square error of approximation (RMSEA)	0.06
	Root mean square residual (RMR)	0.03
	Normed Chi-square	4.50
Incremental fit indexes	Normed fit index (NFI)	0.94

	Comparative fit index (CFI)	0.94
	Relative fit index (RFI)	0.92
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	0.81
	Parsimony normed fit index (PNFI)	0.71

Furthermore, the construct EB was confirmed under four sub-constructs, application and development value (5 items), financial value (3 items), employment and social value (5 items), and organization culture and reputation (6 items). The corresponding results were shown in the first-order and second-order CFA model fit statistics tables 4.20 and 4.22. These were further tested for validity and reliability to confirm and accept the structural model for further analysis.

The measurement of CFA model was not considered for relationship testing unless the scale items establish validity and reliability. Therefore, the construct validity and reliability was carried out for additional evidence (Hair et al., 2008). The combination of face, the convergent, discriminant, and nomological validity of a scale establishes construct validity, whereas, construct reliability was identified by the standardized factor loadings which must be greater than or equal to 0.7 (Churchill, 1979). From the table 4.21, it was clear that the items in sub-constructs of EB establish both construct validity and reliability under acceptable thresholds suggested by Hair et al., (2010). The following figure 4.4 shows the first-order structural model of EB.

Table 4.21 Validity and Reliability measures of first-order CFA of EB

	Factor Loadings				t-value	Inter-item correlations			
	ADV	FV	ESV	OCRV		ADV	FV	ESV	OCRV
ADV1	0.88				#				
ADV2	0.87				53.08***				
ADV4	0.79				28.90***	1	0.43 ^c	0.52 ^c	0.27 ^c
ADV5	0.79				27.82***				
ADV6	0.85				32.26***				
FV1		0.97			#				
FV2		0.97			84.14***	0.66	1	.26 ^c	.37 ^c
FV4		0.90			54.76***				
ESV5			0.93		#				
ESV6			0.88		41.83***				
ESV7			0.82		35.51***	0.72	0.51	1	0.4 ^c
ESV10			0.88		41.19***				
ESV11			0.87		35.84***				
OCRV1				0.91	#				
OCRV2				0.90	44.68***				
OCRV3				0.92	47.92***				
OCRV4				0.89	43.57***	0.52	0.58	0.63	1
OCRV7				0.92	47.84***				
OCRV8				0.94	51.07***				
AVE	0.71	0.91	0.94	0.84					
CR	0.92	0.96	0.94	0.97					

Note 1: AVE - Average Variance Extracted; CR - Construct Reliability; *** Significant at 0.001; c - Square of inter-construct correlation; # t-value is fixed at one and hence not estimated
 Note 2: ADV3, ADV7, FV3, ESV1, ESV2, ESV3, ESV4, ESV8, ESV9, OCRV5, and OCRV6 was dropped due to low factor loadings at the stage of CFA.

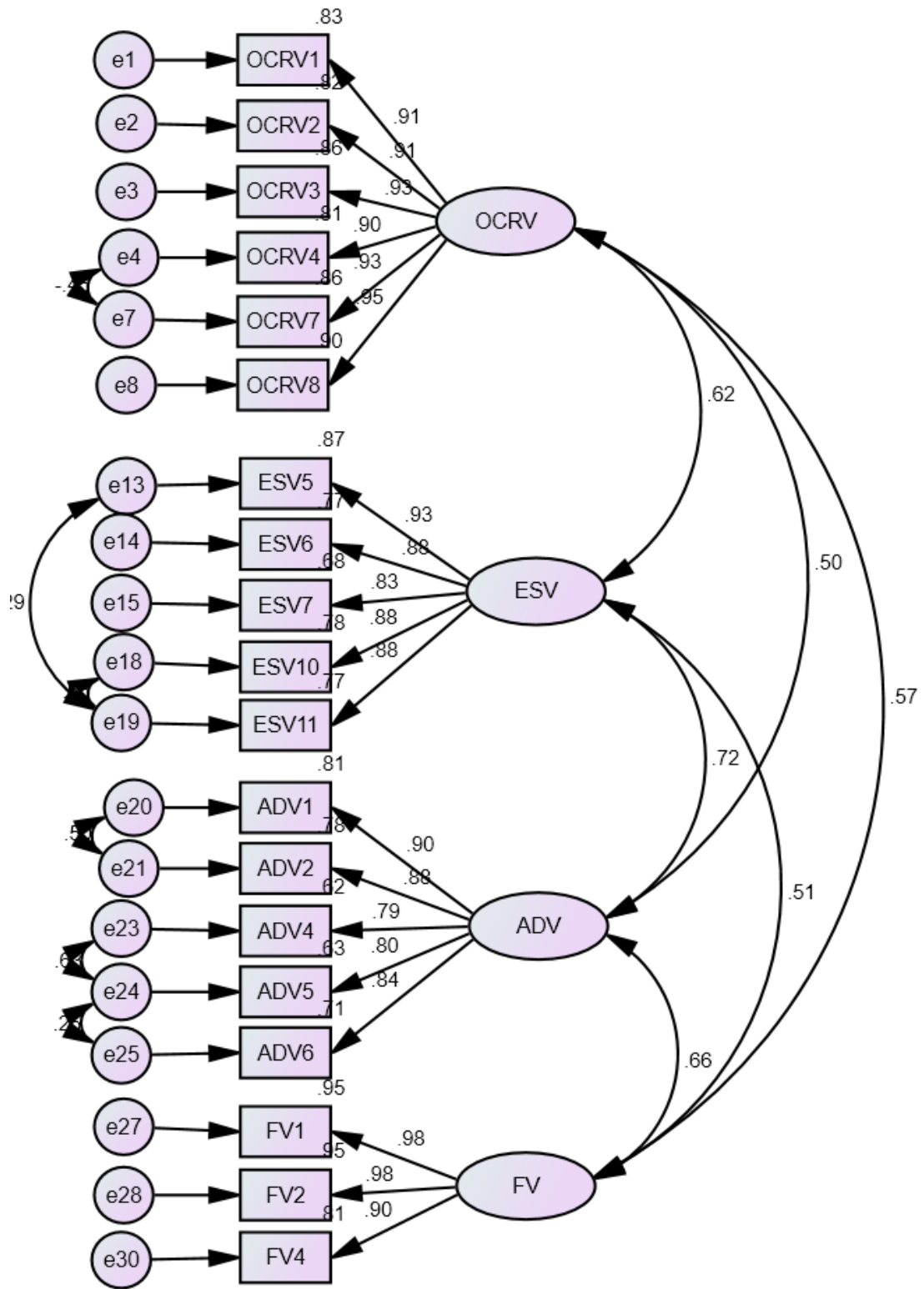


Figure 4.4 EB first-order CFA model

The second order CFA was conducted to test whether EB exhibits a significant relationship with ADV, FV, ESV and OCRV to form a multidimensional construct. The results of second-order CFA model of EB was presented below in the tables 4.22 and 4.23. Furthermore, all the measured values are above-accepted threshold level, and each dimension has a significant positive relationship at 0.05 shown in figure 4.5. Therefore, the construct EB can further use for hypothesis testing in the study.

Table 4.22 Model fit statistics of second-order CFA of EB

Fit statistics	Measures	Value
Chi square (χ^2)	CMIN	580.52
	Df	130
	p value	***
Absolute Fit Measures	Goodness-of-fit index(GFI)	0.87
	Root mean square error of approximation (RMSEA)	0.06
	Root mean square residual (RMR)	0.03
	Normed Chi-square	4.46
Incremental fit indexes	Normed fit index (NFI)	0.94
	Comparative fit index (CFI)	0.94
	Relative fit index (RFI)	0.92
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	0.82
	Parsimony normed fit index (PNFI)	0.72

Table 4.23 Validity and Reliability measures for second order EB

Second order factor	First order factor	Standardized loadings	R square	AVE	CR
EB	ADV	0.77	0.59	0.68	0.89
	FV	0.86	0.74		
	ESV	0.92	0.86		
	OCRV	0.7	0.46		

Note: EB - Employer Branding; AVE - Average Variance Extracted; CR - Construct Reliability, R square - Coefficient of determination

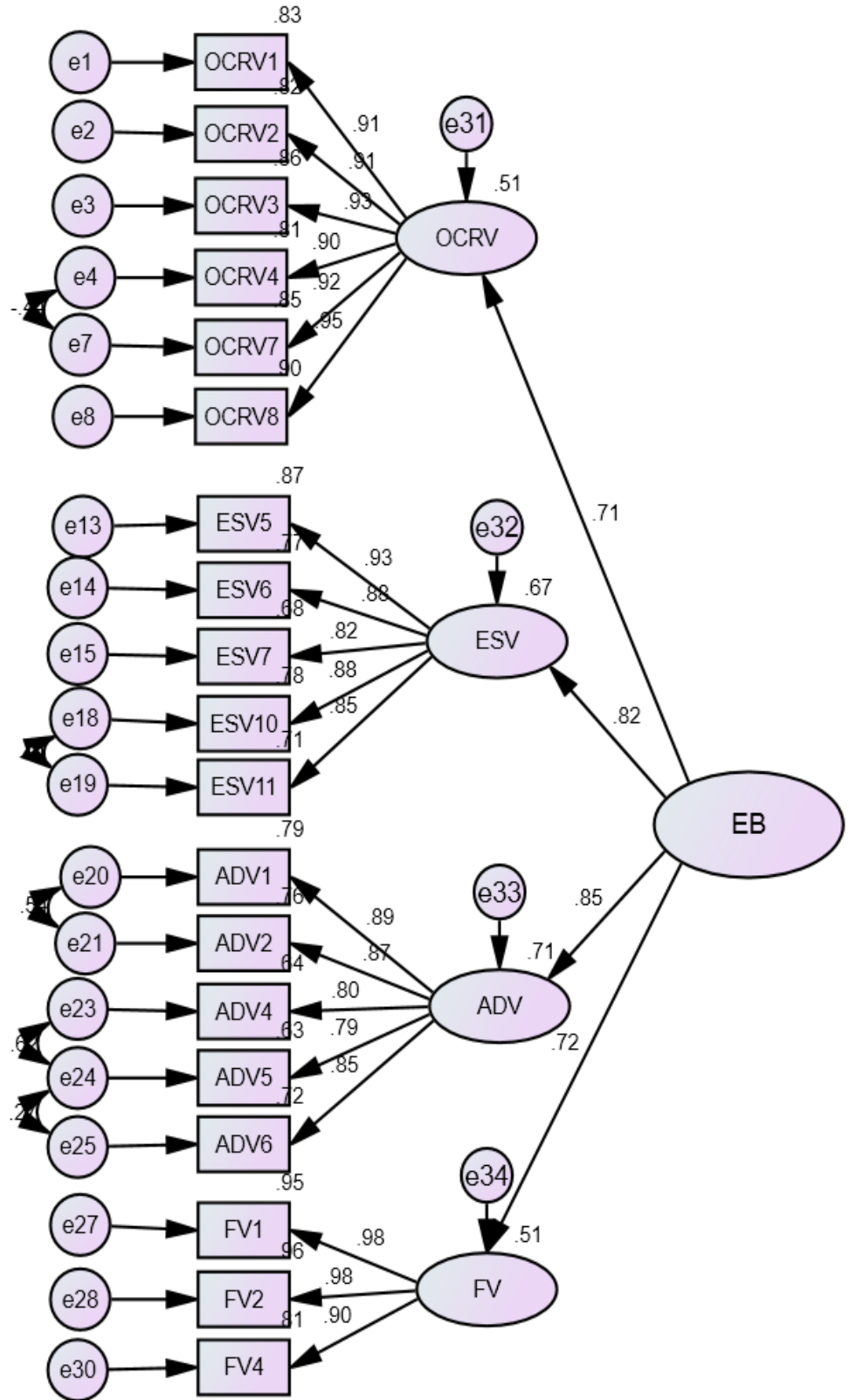


Figure 4.5 EB second-order CFA model

4.5.3 Comparative model fit analysis of first-order and second-order CFA of EB

Below table 4.24 gives the comparative fit indexes of first-order and second-order CFA of EB. The statistics of both first-order and second-order model of EB were likely to be similar, difference in value of degrees of freedom between the first-order and second-order CFA model and rest all statistics GFI, AGFI indexes are slightly near to 0.9 and rest all NFI, CFI, and RFI were greater than 0.9 as per the prescribed requirements. Therefore, both first-order and second-order CFA model of BB can be considered for the hypothesis testing in the further analysis.

Table 4.24 Comparative fit indexes of first-order and second-order CFA of EB

Model	χ^2	<i>df</i>	χ^2/df	<i>GFI</i>	<i>RMSEA</i>	<i>NFI</i>	<i>CFI</i>	<i>RFI</i>	<i>AGFI</i>
First-order	580.51	129	4.50	0.876	0.065	0.942	0.947	0.923	0.818
Second-order	580.52	130	4.46	0.877	0.062	0.942	0.947	0.923	0.82

4.6 Structure of Employee Engagement (EE)

In the first stage, table 4.24 shows the Cronbach's alpha (α) value was greater than acceptance thresholds level, that was, 0.974 for the construct Employee engagement (EE) and a total of twelve items were tested. The Cronbach's value for each item if deleted on the scale was also calculated and shown in the table 4.26. Therefore, the study observed that the items of construct EE has internal consistency and can consider for further analysis.

Table 4.25 Reliability Statistics for EE

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.973	0.974	12

Table 4.26 Item-Total Statistics for EE

Item Name	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EJE1	26.01	133.15	0.90	0.93	0.97
EJE2	26.01	134.31	0.87	0.90	0.97
EJE3	25.88	140.38	0.79	0.75	0.97
EJE4	25.85	139.22	0.85	0.86	0.97
EJE5	25.8	139.33	0.88	0.87	0.97
EJE6	25.88	138.51	0.84	0.87	0.97
EOE1	25.87	135.24	0.91	0.89	0.96
EOE2	25.79	138.01	0.83	0.81	0.97
EOE3	25.77	138.97	0.82	0.83	0.97
EOE4	25.78	137.42	0.86	0.87	0.97
EOE5	25.77	136.06	0.83	0.89	0.97
EOE6	25.79	136.50	0.84	0.85	0.97

Note: EJE – Employee Job Engagement; EOE – Employee Organization Engagement

4.6.1 Exploratory Factor Analysis (EFA) for EE

In the second stage, KMO measure of sampling adequacy test was conducted to check the sample adequacy. As suggested by Hair et. al, (2008), KMO value must exceed 0.5 can be considered as acceptable level and if the value exceeds 0.8, then it was said to be meritorious. The KMO test value for the construct EE was 0.933 and the sample considered for the study was adequate. Further, Bartlett's test of sphericity was carried out to measure the inter-correlation among the items with the chi-square value 15497.34 and degrees of freedom 66, significant at 0.05 ($p = 0.000$) and the results were shown in the table 4.27.

Table 4.27 KMO and Bartlett's Test for EE

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.933
Bartlett's Test of Sphericity	Approx. Chi-Square	15497.345
	Df	66
	Sig.	***

The table 4.28 and 4.29 exhibits the results of EFA, maximum – likelihood extraction method, Promax rotation, and eigenvalue greater than 1 were selected as extraction methods for exploring underlying factors of construct EE. The results of factor extraction were explained basing on communalities extracted, eigenvalue, total variance explained by each subset and factor loadings (both structure matrix and pattern matrix).

Table 4.28 Communalities and Total variance Explained for EE

	Extraction	Eigenvalue	% of Variance	Cumulative %
EJE1	0.93			
EJE2	0.92			
EJE3	0.73			
EJE4	0.83			
EJE5	0.84			
EJE6	0.85	9.31	76.15	76.15
EOE1	0.89			
EOE2	0.83			
EOE3	0.79			
EOE4	0.89			
EOE5	0.85			
EOE6	0.80	1.18	9.89	87.49

Note: EJE – Employee Job Engagement; EOE – Employee Organization Engagement

Two factors were observed in the process with the cumulative percentage of variance was 87.49%. From the promax rotation, study extracted EJE1, EJE2, EJE3, EJE4, EJE5 and EJE6 on factor 1 which was named as Employee Job Engagement (EJE). Similarly,

EOE1, EOE2, EOE3, EOE4, EOE5, and EOE6 were loaded in the factor 2 which was named as Employee Organization Engagement (EOE). All the above-stated items were extracted with the factor loadings greater than 0.4 and were considered for the further analysis.

According to Hair et al., (2008), the difference between the cross-loadings should be greater than or equal to 0.2. Moreover, an average of each set of factor items must be greater than 0.7, indicating that the study identified maximum items to form the construct EE from the literature. The results were shown below using structure and pattern matrix, the loadings of patterns matrix where further considered for conducting confirmatory factor analysis in order to confirm the developed theoretical structure of EE.

Table 4.29 Structure Matrix and Pattern Matrix for EE

	Structure Matrix		Pattern Matrix	
	EJE	EOE	EJE	EOE
EJE1	0.96		0.91	
EJE2	0.96		0.98	
EJE3	0.85		0.82	
EJE4	0.91		0.86	
EJE5	0.91		0.80	
EJE6	0.92		0.92	
EOE1		0.92		0.71
EOE2		0.91		0.91
EOE3		0.88		0.81
EOE4		0.94		0.94
EOE5		0.92		0.95
EOE6		0.89		0.83

Extraction Method: Maximum Likelihood.

Rotation Method: Promax with Kaiser Normalization.

a) Rotation converged in 7 iterations.

4.6.2 Confirmatory factor analysis for EE

CFA was used to assess the validity of developed EE theoretical model. Considering the statistics of first-order CFA shows the developed theoretical framework satisfies the conditions of model fit indexes which are shown in the table 4.30.

Furthermore, the first-order CFA model of construct EE was structured with 8 items divided into two sub-constructs; employee job engagement (5 items) and employee organization engagement (3 items). Whereas, the second-order CFA model of construct EE was structured with 10 items divided into employee job engagement (6 items) and employee organization engagement (4 items). The corresponding results were shown in the first-order and second-order CFA model fit statistics tables 4.30 and 4.32. These were further tested for validity and reliability to confirm and accept the suitable structural model for further analysis.

Table 4.30 Model fit statistics of first-order CFA of EE

Fit statistics	Measures	Value
Chi square (χ^2)	CMIN	50.92
	Df	13
	p value	***
Absolute Fit Measures	Goodness-of-fit index(GFI)	0.98
	Root mean square error of approximation (RMSEA)	0.05
	Root mean square residual (RMR)	0.02
	Normed Chi-square	3.92
Incremental fit indexes	Normed fit index (NFI)	0.99
	Comparative fit index (CFI)	0.99
	Relative fit index (RFI)	0.98
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	0.96
	Parsimony normed fit index (PNFI)	0.76

The measurement of CFA model was not considered for relationship testing unless the scale items establish validity and reliability. Therefore, the construct validity and reliability was carried out for additional evidence (Hair et al., 2008). The combination of face, the convergent, discriminant, and nomological validity of a scale establishes construct validity, whereas, construct reliability was identified by the standardized factor loadings which must be greater than or equal to 0.7 (Churchill, 1979). From the table 4.30, it was clear that the items in sub-constructs of EE establish both construct validity and reliability under acceptable thresholds suggested by Hair et al., (2010). The following figure 4.6 shows the first-order structural model of EE.

Table 4.31 Validity and Reliability measures of first-order CFA for EE

	Factor Loadings		t-value	Inter-item correlations	
	EJE	EOE		EJE	EOE
EJE1	0.97		#		
EJE2	0.96		75.83***		
EJE3	0.86		45.01***	1	0.60 ^c
EJE4	0.90		54.32***		
EJE6	0.92		55.64***		
EOE2		0.91	#		
EOE4		0.93	46.05***	.78***	1
EOE6		0.88	39.77***		
AVE	0.86	0.83			
CR	0.97	0.94			

Note 1: AVE - Average Variance Extracted; CR - Construct Reliability; *** Significant at 0.001; c - Square of inter-construct correlation; # t-value is fixed at one and hence not estimated

Note 2: EJE5, EOE1, EOE3, EOE5 dropped due to low factor loadings at the stage of CFA

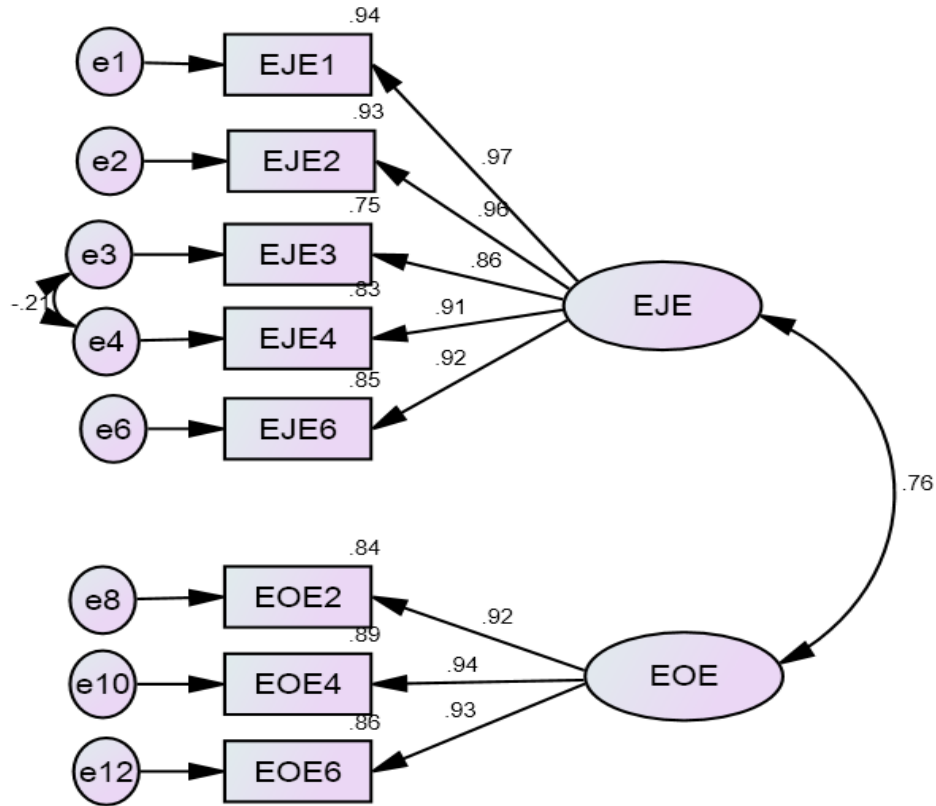


Figure 4.6 EE first-order CFA model

The second order CFA was conducted to test whether EE exhibits significant relationship with EJE and EOE to form a multidimensional construct. The results of second-order CFA model of EE was presented below in the tables 4.32 and 4.33. Furthermore, all the measured values are above-accepted threshold level, and each dimension has a significant positive relationship at 0.05 shown in figure 4.7. Therefore, the construct EE can further use for hypothesis testing in the study.

Table 4.32 Model fit statistics of second order CFA of EE

Fit statistics	Measures	Value
Chi square (χ^2)	CMIN	75
	Df	20
	p value	***
Absolute Fit Measures	Goodness-of-fit index(GFI)	0.98
	Root mean square error of approximation (RMSEA)	0.05
	Root mean square residual (RMR)	0.02
	Normed Chi-square	3.75
Incremental fit indexes	Normed fit index (NFI)	0.99
	Comparative fit index (CFI)	0.99
	Relative fit index (RFI)	0.98
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	0.95
	Parsimony normed fit index (PNFI)	0.74

Table 4.33 Validity and Reliability measures of second-order CFA of EE

Second order factor	First order factor	Standardized loadings	R square	AVE	CR
EE	EJE	0.80	0.64	0.80	0.89
	EOE	0.97	0.96		

Note: EE- Employee Engagement; AVE - Average Variance Extracted; CR - Construct Reliability; R-square - Coefficient of determination

Note: EOE1, EOE6 was dropped due to low factor loadings

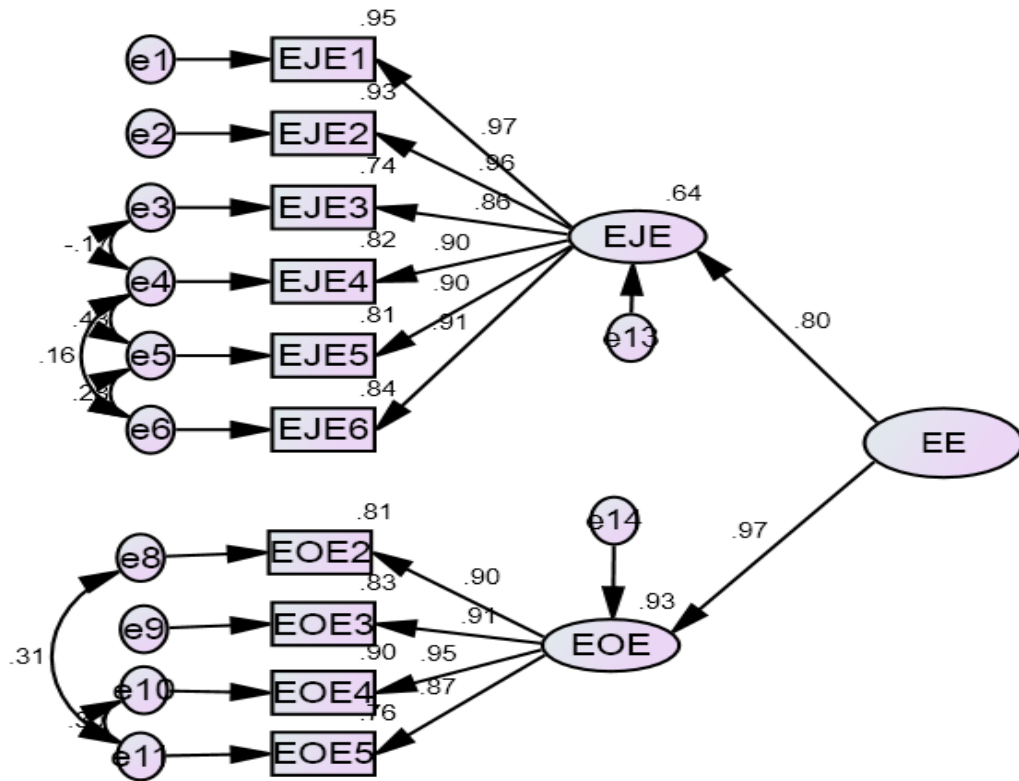


Figure 4.7 EE for second-order CFA

4.6.3 Comparative model fit analysis of first-order and second-order CFA of EB

Below table 4.34 gives the comparative indexes of first-order and second-order CFA of EE. The statistics of first-order and second-order CFA model of EE were likely to be different, the chi-square statistics between first-order and second-order CFA are 50.921 and 75 with degrees of freedom 13 and 20 respectively and significant at 0.05. This was due to the difference in the formation of structural models, eight items were distributed into two sub-constructs of EE in the first-order CFA and ten items into two sub-constructs of EE in the second-order CFA were shown in the figures 4.5 and 4.6. Remaining all other fit indexes were ranging above the minimum criteria. The main reason for conducting CFA was to identify the best model for further reference.

Therefore, second-order CFA model of EE was considered for the hypothesis testing in the further analysis.

Table 4.34 Comparative fit indexes of first-order and second-order CFA of EE

Model	χ^2	Df	χ^2/df	GFI	RMSEA	NFI	CFI	RFI	AGFI
First-order	50.921	13	3.92	0.986	0.059	0.994	0.996	0.987	0.961
Second-order	75	20	3.75	0.983	0.057	0.994	0.995	0.986	0.953

4.7 Structure of Employee job satisfaction (EJS)

To begin with, KMO measure of sampling adequacy test was conducted to check the sample adequacy. The KMO test value for the construct EJS was 0.939 and the sample considered for the study was adequate. Further, Bartlett's test of sphericity was carried out to measure the inter-correlation among the items with the chi-square value 9496.87 and degrees of freedom 28, significant at 0.05 ($p = 0.000$) and the results were shown in the table 4.34.

Table 4.35 KMO and Bartlett's Test for EJS

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.93
Bartlett's Test of Sphericity	Approx. Chi-Square	9496.87
	Df	28
	Sig.	***

Table 4.36 shows the Cronbach's alpha (α) value was greater than acceptance thresholds level, which was, 0.974 for the construct Employee job satisfaction (EJS) and a total of eight items were considered. The Cronbach's value for each item if deleted on the scale was also calculated and shown in the table 4.37. Therefore, the study observed that the items of construct EJS has internal consistency and can consider for further analysis.

Table 4.36 Reliability Statistics for EJS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.97	0.97	8

Table 4.37 Item-Total Statistics for EJS

Item Name	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EJS1	25.68	60.44	0.92	0.90	0.96
EJS2	25.67	61.25	0.92	0.87	0.96
EJS3	25.72	62.33	0.90	0.82	0.97
EJS4	25.67	63.38	0.83	0.78	0.97
EJS5	25.64	62.21	0.89	0.84	0.97
EJS6	25.65	62.03	0.88	0.81	0.97
EJS7	25.64	60.19	0.91	0.86	0.97
EJS8	25.63	61.12	0.88	0.80	0.97

From the table 4.38, it can be reported that the total of eight items was extracted in one factor with the cumulative percentage of variance at 82.418%.

Table 4.38 Communalities and Total variance explained for EJS

	Extraction	Eigenvalues	% of Variance	Cumulative %
EJS1	0.90			
EJS2	0.89			
EJS3	0.84			
EJS4	0.69			
EJS5	0.78			
EJS6	0.80			
EJS7	0.87			
EJS8	0.80	6.78	82.41	82.41

Considering the result of confirmatory factor analysis, the chi-square statistics was 38.557 and degrees of freedom was 13, significant at 0.05 (p=0.000) stating that the

structural model has good model fit. The remaining fit indexes were above the minimum acceptance threshold as shown in the table 4.39. Thus, the structure of EJS can be considered for hypothesis testing.

Table 4.39 Model fit statistics for EJS

Fit statistics	Measures	Value
Chi square (χ^2)	CMIN	38.55
	Df	13
	p value	***
Absolute Fit Measures	Goodness-of-fit index(GFI)	0.98
	Root mean square error of approximation (RMSEA)	0.04
	Root mean square residual (RMR)	0.11
	Normed Chi-square	2.97
Incremental fit indexes	Normed fit index (NFI)	0.99
	Comparative fit index (CFI)	0.99
	Relative fit index (RFI)	0.99
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	0.96
	Parsimony normed fit index (PNFI)	0.76

Table 4.40 Validity and Reliability measures for EJS

	Factor Loadings			
	EFA	CFA	t-value	P
EJS1	0.95	0.96		
EJS2	0.94	0.94	63.49	***
EJS3	0.91	0.91	56.48	***
EJS4	0.83	0.83	34.51	***
EJS5	0.88	0.88	43.62	***
EJS6	0.89	0.88	47.81	***
EJS7	0.93	0.93	60.15	***
EJS8	0.89	0.88	47.86	***
AVE		0.82		
CR		0.97		

Note 1: EFA - Exploratory Factor Analysis; CFA - Confirmatory Factor Analysis; AVE - Average Variance Extracted; CR – Construct Reliability; *** Significant at 0.001; c - Square of inter-construct correlation; # t-value is fixed at one and hence not estimated

The measurement of CFA model was not considered for relationship testing unless the scale items establish validity and reliability. Therefore, the construct validity and reliability was carried out for additional evidence (Hair et al., 2008) and the results were shown in the table 4.40. The structural model of EJS was also shown below in figure 4.8.

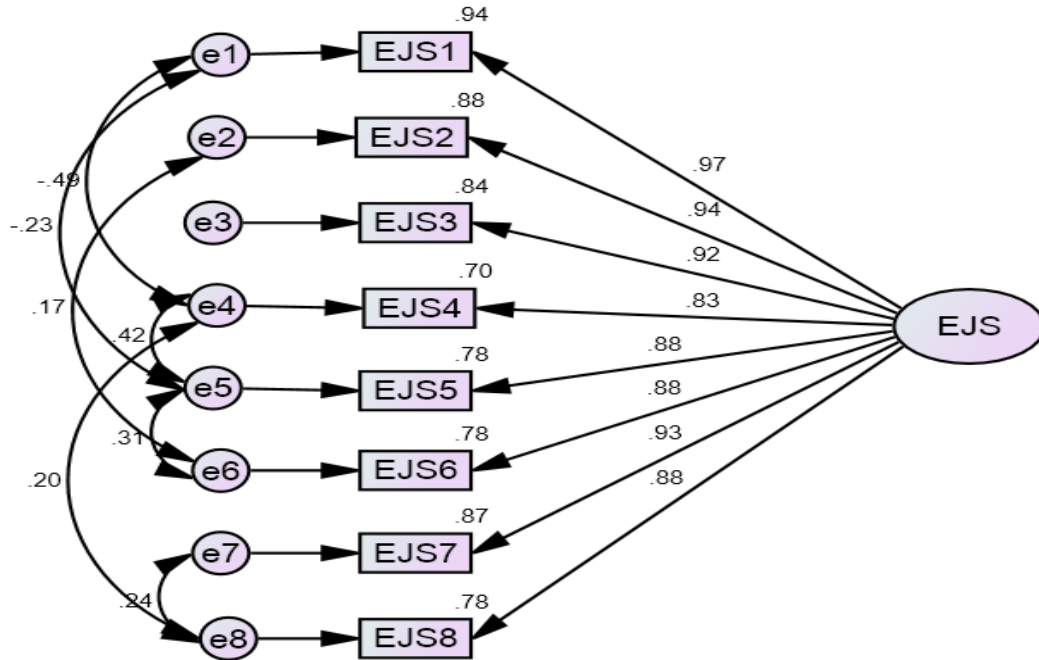


Figure 4.8 CFA model for EJS

4.8 Structure of Employee Brand Loyalty (EBL)

To begin with, KMO measure of sampling adequacy test was conducted to check the sample adequacy. The KMO test value for the construct EBL was 0.92 and the sample considered for the study was adequate. Further, Bartlett's test of sphericity was carried out to measure the inter-correlation among the items with the chi-square value 7280.432 and degrees of freedom 21, significant at 0.05 ($p = 0.000$) and the results were shown in the table 4.41.

Table 4.41 KMO and Bartlett's Test for EBL

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.92
Bartlett's Test of Sphericity	Approx. Chi-Square	7280.43
	Df	21
	Sig.	***

Table 4.42 shows the Cronbach's alpha (α) value was greater than acceptance thresholds level, which was, 0.964 for the construct Employee brand loyalty (EBL) and a total of seven items were considered. The Cronbach's value for each item if deleted on the scale was also calculated and shown in the table 4.43. Therefore, the study observed that the items of construct EBL has internal consistency and can consider for further analysis.

Table 4.42 Reliability Statistics for EBL

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.964	0.965	7

Table 4.43 Item-Total Statistics for EBL

Item Name	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EBL1	21.34	41.08	0.88	0.84	0.95
EBL2	21.38	41.50	0.82	0.70	0.96
EBL3	21.43	42.12	0.88	0.84	0.95
EBL4	21.44	41.66	0.87	0.80	0.95
EBL5	21.22	37.26	0.95	0.91	0.95
EBL6	21.39	40.70	0.88	0.79	0.95
EBL7	21.37	40.19	0.86	0.75	0.96

From the table 4.44, it can be seen that the total of seven items was extracted in one factor with the cumulative percentage of variance at 80.04%.

Considering the result of confirmatory factor analysis, the chi-square statistics was 30.585 and degrees of freedom was 9, significant at 0.05 ($p=0.000$) stating that the structural model has good model fit. The remaining fit indexes were above the minimum acceptance threshold as shown in the table 4.45. Thus, the structure of EBL can be considered for hypothesis testing.

Table 4.44 Communalities and Total variance Explained for EBL

	Extraction	Eigenvalues	% of Variance	Cumulative %
EBL1	0.80			
EBL2	0.70			
EBL3	0.79			
EBL4	0.79			
EBL5	0.93			
EBL6	0.80			
EBL7	0.76	5.79	80.04	80.04

Table 4.45 Model fit statistics for EBL

Fit statistics	Measures	Value
Chi square (χ^2)	CMIN	30.58
	df	9
	p value	***
Absolute Fit Measures	Goodness-of-fit index(GFI)	0.99
	Root mean square error of approximation (RMSEA)	0.05
	Root mean square residual (RMR)	0.1
	Normed Chi-square	3.40
Incremental fit indexes	Normed fit index (NFI)	0.99
	Comparative fit index (CFI)	0.99
	Relative fit index (RFI)	0.99
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	0.96
	Parsimony normed fit index (PNFI)	0.72

The measurement of CFA model was not considered for relationship testing unless the scale items establish validity and reliability. Therefore, the construct validity and reliability was carried out for additional evidence (Hair et al., 2008) and the results were shown in the table 4.46. The structural model of EBL was also shown below in figure 4.9.

Table 4.46 Validity and Reliability measures for EBL

	Factor Loadings			P
	EFA	CFA	t-value	
EBL1	0.89	0.89	#	
EBL2	0.83	0.85	33.3	***
EBL3	0.89	0.86	52.46	***
EBL4	0.89	0.90	37.15	***
EBL5	0.96	0.96	48.99	***
EBL6	0.89	0.90	40.44	***
EBL7	0.87	0.86	36.94	***
AVE		0.80		
CR		0.95		

Note 1: EFA - Exploratory Factor Analysis; CFA - Confirmatory Factor Analysis; AVE - Average Variance Extracted; CR - Construct Reliability; *** Significant at 0.001; c - Square of inter-construct correlation; # t-value is fixed at one and hence not estimated

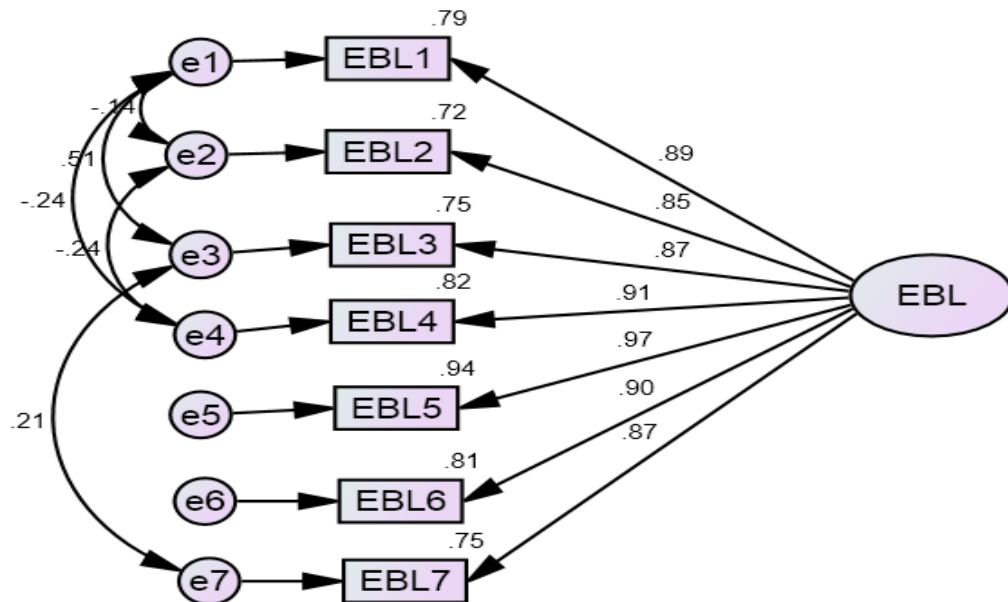


Figure 4.9 CFA model for EBL

4.9 Structure of Employee Brand Performance

To begin with, KMO measure of sampling adequacy test was conducted to check the sample adequacy. The KMO test value for the construct EBP was 0.878 and the sample considered for the study was adequate. Further, Bartlett's test of sphericity was carried out to measure the inter-correlation among the items with the chi-square value 5393.031 and degrees of freedom 15, significant at 0.05 ($p = 0.000$) and the results were shown in the table 4.47.

Table 4.47 KMO and Bartlett's Test for EBP

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.87
Bartlett's Test of Sphericity	Approx. Chi-Square	5393.03
	Df	15
	Sig.	***

Table 4.48 shows the Cronbach's alpha (α) value was greater than acceptance thresholds level, which was, 0.951 for the construct Employee brand performance (EBP) and a total of six items were considered. The Cronbach's value for each item if deleted on the scale was also calculated and shown in the table 4.48. Therefore, the study observed that the items of construct EBP has internal consistency and can consider for further analysis.

Table 4.48 Reliability Statistics for EBP

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.95	0.95	6

From the table 4.48, it can be reported that the total of six items was extracted in one factor with the cumulative percentage of variance at 76.251%.

Table 4.49 Item-Total Statistics for EBP

Item Name	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EBP1	17.86	22.27	0.88	0.84	0.93
EBP2	17.77	21.52	0.91	0.88	0.93
EBP3	17.83	22.81	0.87	0.78	0.93
EBP4	17.71	22.59	0.82	0.70	0.94
EBP5	17.88	23.79	0.77	0.65	0.95
EBP6	17.82	22.34	0.83	0.73	0.94

Table 4.50 Communalities and Total variance explained for EBP

	Extraction	Eigenvalues	% of Variance	Cumulative %
EBP1	0.86			
EBP2	0.90			
EBP3	0.80			
EBP4	0.69			
EBP5	0.58			
EBP6	0.71	4.82	76.25	76.25

Table 4.51 Model fit statistics for EBP

Fit statistics	Measures	Value
Chi square (χ^2)	CMIN	17.85
	Df	5
	p value	0.003
Absolute Fit Measures	Goodness-of-fit index(GFI)	0.99
	Root mean square error of approximation (RMSEA)	0.05
	Root mean square residual (RMR)	0.12
	Normed Chi-square	3.57
Incremental fit indexes	Normed fit index (NFI)	0.99
	Comparative fit index (CFI)	0.99
	Relative fit index (RFI)	0.99
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	0.97
	Parsimony normed fit index (PNFI)	0.63

Considering the result of confirmatory factor analysis, the chi-square statistics was 17.858 and degrees of freedom was 5, significant at 0.05 ($p=0.003$) stating that the structural model has good model fit. The remaining fit indexes were above the minimum acceptance threshold as shown in the table 4.51. Thus, the structure of EBP can be considered for hypotheses testing.

The measurement of CFA model was not considered for relationship testing unless the scale items establish validity and reliability. Therefore, the construct validity and reliability was carried out for additional evidence (Hair et al., 2008) and the results were shown in the table 4.52. The structural model of EBL was also shown below in the figure 4.10.

Table 4.52 Validity and Reliability measures for EBP

	Factor Loadings			
	EFA	CFA	t-value	P
EBP1	0.93	0.91	#	
EBP2	0.95	0.98	55.52	***
EBP3	0.89	0.85	46.37	***
EBP4	0.83	0.81	34.47	***
EBP5	0.76	0.85	31.93	***
EBP6	0.84	0.84	37.08	***
AVE		0.77		
CR		0.95		

Note 1: EFA - Exploratory Factor Analysis; CFA - Confirmatory Factor Analysis; AVE Average Variance Extracted; CR - Construct Reliability; *** Significant at 0.001; c – Square of inter-construct correlation; # t-value is fixed at one and hence not estimated

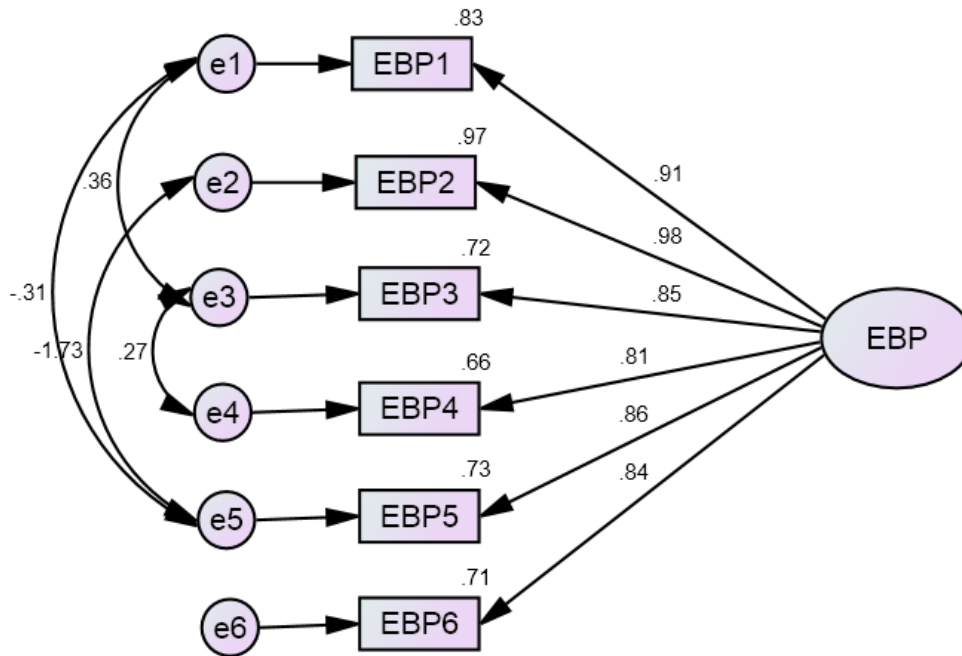


Figure 4.10 CFA model for EBP

4.10 Structure of measurement model

The measurement model was an integration of all study constructs developed based on the CFA results of latent constructs. Before conducting the relationship test, specifying the measurement model and validating it with CFA will help the researcher to establish the construct validity for all the study constructs (Hair et. al., 2010). Therefore, a study conducted CFA to the measurement model and the model fit statistics, validity and reliability measures were given below in the table 4.53 and 4.54.

Table 4.53 Model fit statistics for measurement model

Fit statistics	Measures	Value
Chi square (χ^2)	CMIN	5641.40
	Df	1602
	p value	***
Absolute Fit Measures	Goodness-of-fit index(GFI)	0.82
	Root mean square error of approximation (RMSEA)	0.05
	Root mean square residual (RMR)	0.05

	Normed Chi-square	3.5
Incremental fit indexes	Normed fit index (NFI)	0.91
	Incremental fit index (IFI)	0.94
	Comparative fit index (CFI)	0.94
	Relative fit index (RFI)	0.91
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	0.80
	Parsimony normed fit index (PNFI)	0.85

The table 4.53 represents the model fit statistics for the measurement model of latent constructs. The χ^2/df value was 3.52 represents that the measurement model satisfies the acceptance threshold. All other fit indexes were above 0.9 except GFI and AGFI. According to Chau & Hu (2001), 0.8 of AGFI could be sometimes considered as sufficient for confirming the model. Further, many studies were recommended that if the majority of the fit indexes were indicating above the acceptance threshold, then the model could be accepted for further analysis (Fornell & Larcker, 1981; Bagozzi & Yi, 1988; Baumgartner & Homburg, 1995a). Since the majority of the measurement model indexes were above the acceptance threshold except GFI and AFGI, then the model could be referred for drawing relationships in further analysis.

Table 4.54 Validity and Reliability statistics of measurement model

Regression paths	Standardized loadings	t value	AVE	CR
OCRV <--- EB	0.86	#		
ESV <--- EB	0.69	18.58***		
ADV <--- EB	0.65	17.04***		
FV <--- EB	0.67	19.49***	0.53	0.81
BOCT <--- IB	0.84	#		
BOL <--- IB	0.90	16.13***	0.76	0.92
EJE <--- EE	0.88	#		
EOE <--- EE	0.87	29.37***	0.77	0.93
EBP1 <--- EBP	0.92	#		
EBP2 <--- EBP	0.93	56.20***		
EBP3 <--- EBP	0.90	43.76***		
EBP4 <--- EBP	0.86	33.48***		
EBP5 <--- EBP	0.78	30.81***		
EBP6 <--- EBP	0.83	35.13***	0.76	0.94
EBL1 <--- EBL	0.89	#		
EBL2 <--- EBL	0.84	35.17***		
EBL3 <--- EBL	0.87	53.29***		
EBL4 <--- EBL	0.89	39.56***		
EBL5 <--- EBL	0.97	49.65***		
EBL6 <--- EBL	0.89	39.94***		
EBL7 <--- EBL	0.87	37.48***	0.79	0.96
EJS1 <--- EJS	0.96	#		
EJS2 <--- EJS	0.94	62.39***		
EJS3 <--- EJS	0.92	55.40***		
EJS4 <--- EJS	0.83	35.33***		
EJS5 <--- EJS	0.87	45.24***		
EJS6 <--- EJS	0.88	48.26***		
EJS7 <--- EJS	0.93	59.63***		
EJS9 <--- EJS	0.89	60.63***	0.82	0.97

Note: AVE - Average Variance Extracted; CR - Construct Reliability; *** Significant at 0.001; # t-value is fixed at one and hence not estimated

The table 4.54 shows the results of standardized factor loadings of each construct which are above 0.7. All the regression paths were showing significant at 0.01, and the Average variance extracted values were above 0.5, also the construct reliability values were above

0.7. Thus, the model establishes convergent validity and the nomological validity was established based on the significant correlations observed among the constructs.

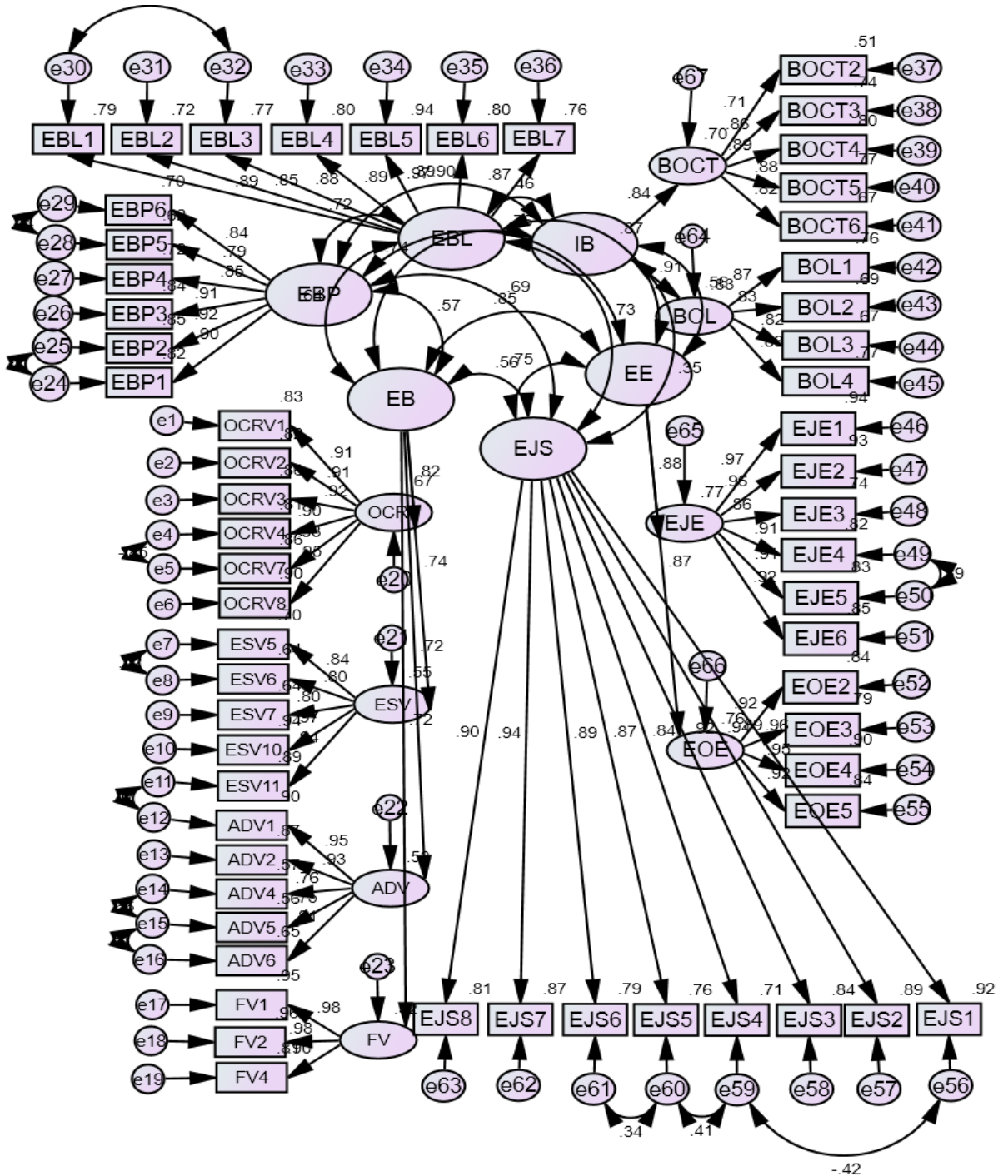


Figure 4.11 Structure of measurement model

4.11 Test of Multicollinearity

The multicollinearity could be addressed based on two assumptions, firstly, if the correlation matrix indicates high correlation values among the study constructs (0.9 and more) then there exist collinearity issues. Secondly, the calculated variance inflation factor (VIF) must be lesser than 5 and tolerance value must be greater than 0.2 as recommended by Gaur & Gaur, (2006). Therefore, the structural model was assumed to be free from multicollinearity effect as shown in the table 4.55 and 4.56.

Table 4.55 Correlation matrix

		IB	EB	EE	EBP	EBL	EJS
IB	Pearson Correlation	1	.63**	.47**	.35**	.42**	.32**
	Sig. (2-tailed)		0.00	0.00	0.00	0.00	0.00
	N	844	844	844	844	844	844
EB	Pearson Correlation	.63**	1	.70**	.50**	.58**	.51**
	Sig. (2-tailed)	0.00		0.00	0.00	0.00	0.00
	N	844	844	844	844	844	844
EE	Pearson Correlation	.47**	.70**	1	.69**	.81**	.70**
	Sig. (2-tailed)	0.00	0.00		0.00	0.00	0.00
	N	844	844	844	844	844	844
EBP	Pearson Correlation	.35**	.50**	.69**	1	.70**	.68**
	Sig. (2-tailed)	0.00	0.00	0.00		0.00	0.00
	N	844	844	844	844	844	844
EBL	Pearson Correlation	.42**	.58**	.81**	.70**	1	.72**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00		0.00
	N	844	844	844	844	844	844
EJS	Pearson Correlation	.32**	.51**	.70**	.68**	.72**	1
	Sig. (2-tailed)	0.00	0.00	0.00	0.00	0.00	
	N	844	844	844	844	844	844

Note: ** Correlation was significant at 0.01(2-tailed).

The above correlation matrix confirming that all the correlations exist between each construct were lesser than 0.9 and hence study satisfied with the first assumption. Also,

above correlation matrix shows that there was a significant positive relationship among study constructs and hence hypothesis H1 was supported.

Further, VIF and tolerance were calculated in four cases, and the results were confirming that structural model was free from multicollinearity. To begin with, EBL and EBP was considered as dependent variables and rest all as independent variables and the results were given in the case 1 and case 2. Further, EJS was considered as dependent variable and EE, EB and IB as independent variables in the case 3. Similarly, in case 4, EE as the dependent variable and EB and IB as independent variables and the overall results were shown in the table 4.56.

Table 4.56 Multicollinearity statistics

Case 1 (Dependent variable: Employee Brand Loyalty)	Collinearity Statistics	
Independent Variables	Tolerance	VIF
Internal Branding	0.60	1.66
Employer Branding	0.38	2.60
Employee Engagement	0.34	2.91
Employee Job Satisfaction	0.50	1.96
Case 2 (Dependent variable: Employee Brand Performance)	Tolerance	VIF
Internal Branding	0.60	1.66
Employer Branding	0.38	2.60
Employee Engagement	0.34	2.91
Employee Job Satisfaction	0.50	1.96
Case 3 (Dependent variable: Employee Job Satisfaction)	Tolerance	VIF
Internal Branding	0.60	1.66
Employer Branding	0.38	2.6
Employee Engagement	0.49	2.0
Case 4 (Dependent variable: Employee Engagement)	Tolerance	VIF
Internal Branding	0.60	1.66
Employer Branding	0.60	1.66

Note: VIF - Variance Inflation Factor; Tolerance > .2; VIF < 5

4.12 Effect of internal branding on employee engagement and outcome variables (EJS, EBL, and EBP)

This section provides the results of the individual effect of internal branding (IB) on employee engagement (EE) and outcome variables (employee job satisfaction (EJS), employee brand loyalty (EBL) and employee brand performance (EBP)). The results of goodness-of-fit indexes were presented in the table 4.57(a) and the model fit summary indicated better overall fit. The results indicated that the structural IB model was reliable and fit for further analysis. The figure 4.12(b) shows the direct and indirect relationships between study constructs and these were drawn from the literature.

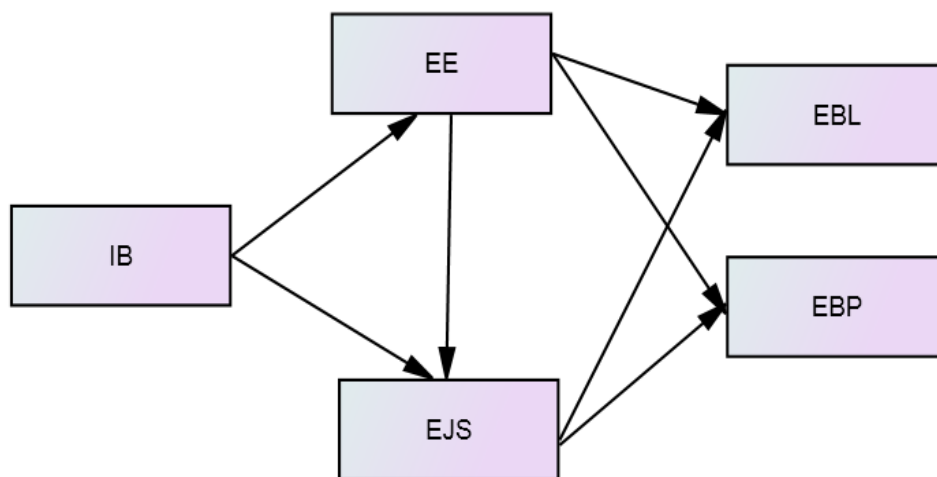


Figure 4.12(a) Internal Branding Model

Table 4.57(a) Model fit indexes for the structural IB model

χ^2/p	<i>Df</i>	χ^2/df	<i>GFI</i>	<i>AGFI</i>	<i>CFI</i>	<i>NFI</i>	<i>TLI</i>	<i>IFI</i>
2442.21	714	3.42	0.878	0.86	0.96	0.945	0.957	0.961
<i>RFI</i>	<i>RMSEA</i>	<i>PNFI</i>						
0.94	0.054	0.865						

Note: * $p = 0.000$; df-degrees of freedom, GFI-Goodness of fit, RMSEA-Root mean square error of approximation; NFI-Normed fit index; RFI-Relative fit index; CFI - Comparative Fit Index; TLITucker- Lewis index, AGFI-Adjusted goodness of fit; PNFI-Parsimonious normed fit index.

From the below table 4.57(b) could be concluded that the relationships drawn from the literature were valid in Indian organized retail context. The drawn relationships were significant at 0.001 and positive except the relationship between IB and EJS was negative and significant at 0.05; and hence, hypotheses H2a was supported and H2b was not supported. However, the indirect effect between IB and EJS through EE is positive and significant.

The bootstrap results of structural IB model were presented in table 4.57(c). The individual effect of IB on EJS through EE was further examined with 2000 samples which were randomly generated by the AMOS software based on the actual sample size (844). If the mediation effect is significant for all the 2000 samples, then it can be confirmed that the effect is true in all the cases. The results of the bootstrap revealed that the mediation effect of EE was significant (LB = 0.36 and UB = 0.51 at $p < 0.01$) on the relationship between IB and EJS. Since, the direct effect between IB and EJS was not significant and indirect between IB and EJS was significant, EE was fully mediating the relationship between IB and EJS.

Table 4.57(b) Regression estimates for the structural IB model

	Regression paths		Unstandardized Regression Weights	Standardised Regression Weights	Standard Error	t-value	P	SDE	SIE
EE	<---	IB	0.93	0.54	0.08	12.05	***	0.54	
EJS	<---	IB	-0.15	-0.08	0.06	-2.39	0.017	-0.08	0.43
EJS	<---	EE	0.84	0.79	0.04	20.12	***	0.79	
EBL	<---	EJS	0.13	0.16	0.03	4.56	***	0.16	
EBP	<---	EJS	0.19	0.24	0.03	5.96	***	0.24	
EBL	<---	EE	0.66	0.75	0.04	17.35	***	0.75	0.13
EBP	<---	EE	0.49	0.58	0.04	12.98	***	0.58	0.19

Note: *** significant at 0.001; 0.017 significant at 0.05; SDE- Standardized direct effect; SIE- Standardized indirect effect

Table 4.57(c) Bootstrap results for the structural IB model

Path		Amos bootstrap results (2000 samples)			
		LB	UB	Sig	Mediated by
EJS	<---- IB	.36	.51	***	EE(Full Mediation)

Note: LB – lower bound; UB – upper bound; ***Significant at .001 level; EJS - Employee Job Satisfaction; IB - Internal Branding; EE - Employee Engagement

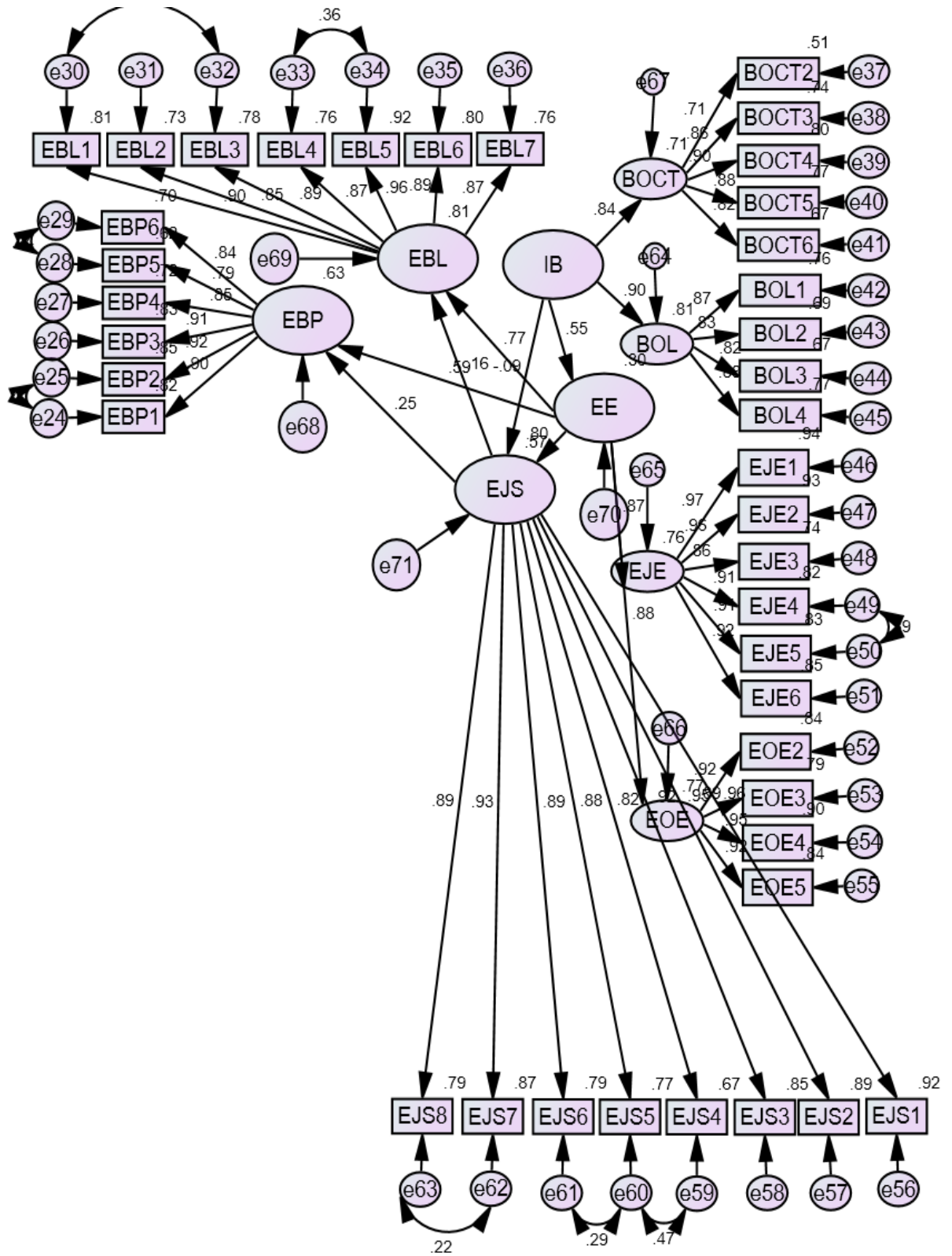


Figure 4.12(b) Structural IB Model

4.13 Effect of Employer branding on employee engagement and outcome variables (EJS, EBL, and EBP)

This section provides the results of the individual effect of employer branding (EB) on employee engagement (EE) and outcome variables (employee job satisfaction (EJS), employee brand loyalty (EBL) and employee brand performance (EBP)).

The results of goodness-of-fit indexes were presented in the table 4.58(a) and the model fit summary indicated better overall fit. The results indicated that the structural EB model was reliable and fit for further analysis. The figure 4.13(b) shows the direct and indirect relationships between study constructs and these were drawn from the literature.

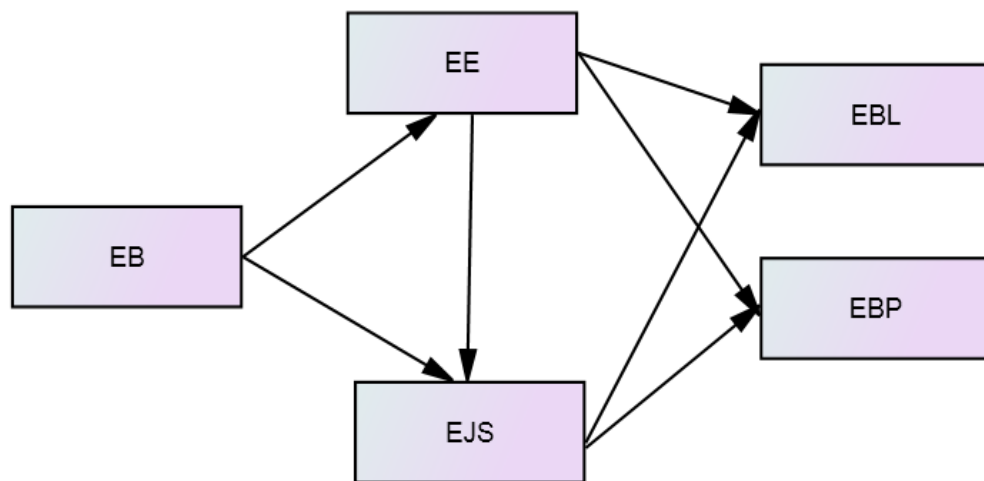


Figure 4.13(a) Employer Branding Model

From the table 4.58(b), it can be concluded that the relationships drawn from the literature were valid in Indian organized retail context. The drawn relationships were significant at 0.001 and positive except the relationship between EB and EJS was negative and significant 0.05 and hence, hypotheses H2c was supported and H2d was not

supported. However, the indirect effect between EB and EJS through EE is positive and significant.

Table 4.58(a) Model fit indexes for the structural EB model

χ^2/p	<i>Df</i>	χ^2/df	<i>GFI</i>	<i>AGFI</i>	<i>CFI</i>	<i>NFI</i>	<i>TLI</i>	<i>IFI</i>
4417.69	1124	3.93	0.84	0.82	0.95	0.93	0.94	0.95
<i>RFI</i>	<i>RMSEA</i>	<i>PNFI</i>						
0.92	0.059	0.852						

Note: *p = 0.000; df-degrees of freedom, GFI-Goodness of fit, RMSEA-Root mean square error of approximation; NFI-Normed fit index; RFI-Relative fit index; CFI - Comparative Fit Index; TLI Tucker- Lewis index, AGFI-Adjusted goodness of fit; PNFI- Parsimonious normed fit index.

Table 4.58(b) Regression estimates for the structural EB model

	Regression paths		Unstandardized Regression Weights	Standardised Regression Weights	Standard Error	t-value	P	SDE	SIE
EE	<---	EB	0.99	0.85	0.04	22.01	***	0.85	
EJS	<---	EB	-0.27	-0.22	0.09	-3.03	0.02	-0.23	0.80
EJS	<---	EE	0.97	0.93	0.08	12.16	***	0.93	
EBL	<---	EJS	0.17	0.21	0.02	6.266	***	0.21	
EBP	<---	EJS	0.22	0.27	0.03	7.037	***	0.27	
EBL	<---	EE	0.60	0.70	0.03	17.66	***	0.7	0.19
EBP	<---	EE	0.45	0.54	0.03	12.88	***	0.54	0.26

Note: *** significant at 0.001; 0.002 significant at 0.01; SDE- Standardized direct effect; SIE- Standardized indirect effect

The bootstrap results of structural EB model were presented in table 4.58(c). The individual effect of EB on EJS through EE was further examined with 2000 samples which were randomly generated by the AMOS software based on the actual sample size (844). If the mediation effect is significant for all the 2000 samples, then it can be confirmed that the effect is true in all the cases. The results of the bootstrap revealed that the mediation effect of EE was significant (LB = 0.65 and UB = 0.97 at p < 0.01) on the

relationship between EB and EJS. Since, the direct effect between EB and EJS was not significant and indirect between EB and EJS was significant, EE was fully mediating the relationship between EB and EJS.

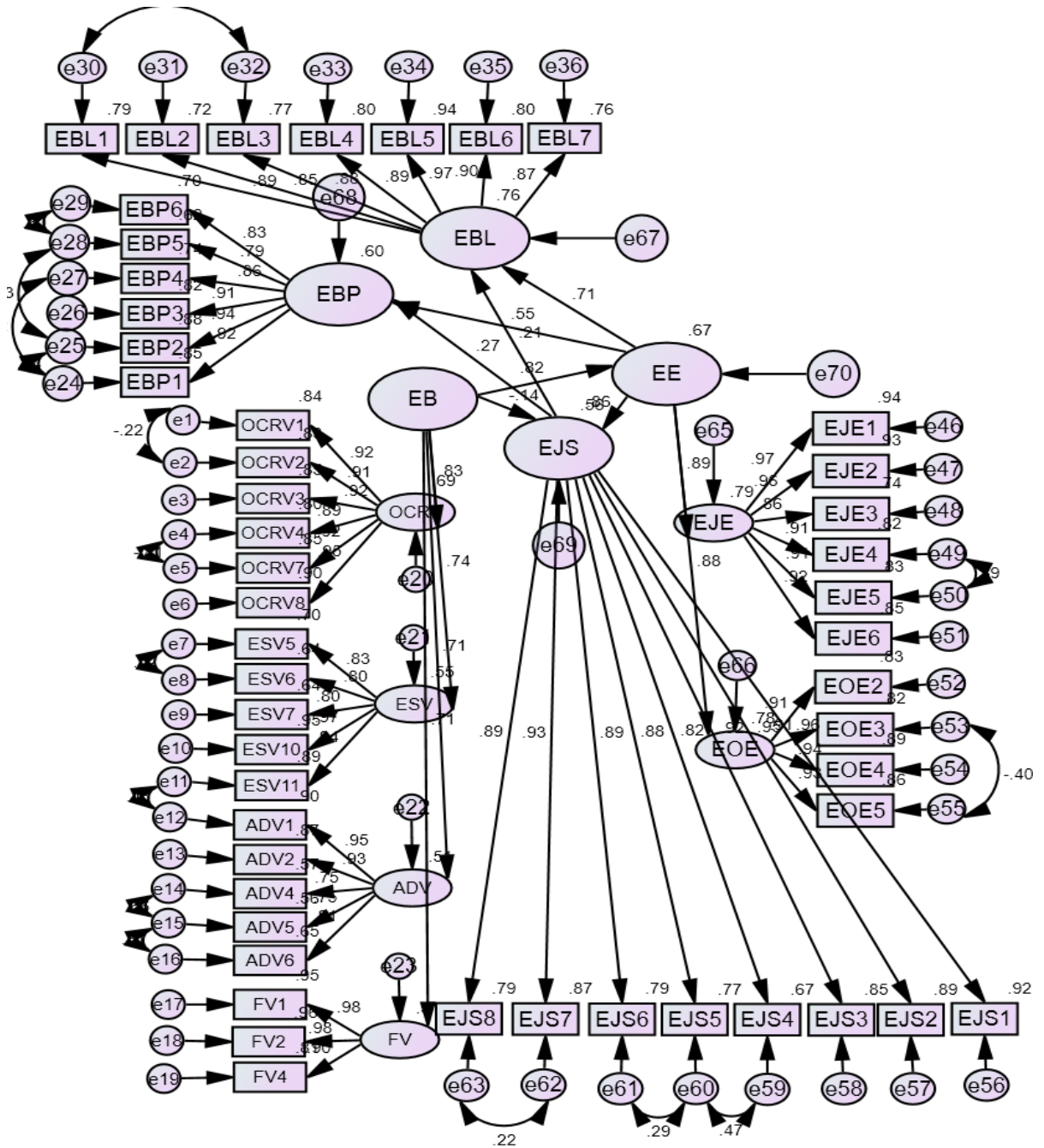


Figure 4.13(b) Structural EB Model

Table 4.58(c) Bootstrap results for the structural EB model

Path			Amos bootstrap results (2000 samples)			
			LB	UB	Sig	Mediated by
EJS	<----	EB	.65	.97	***	EE(Full Mediation)

Note: LB – lower bound; UB – upper bound; ***Significant at .001 level; EJS - Employee Job Satisfaction; EB - Employer Branding; EE - Employee Engagement

4.14 Identification of competing structural model

In order to test the developed theoretical framework, the measurement model needs to be transferred to a structural model. The basic idea behind the transformation was to specify the drawn relationships between the study constructs using single headed arrows instead of double-headed arrows. This indicates that the study model now drawing hypothesized casual relationships instead of correlational relationships. Furthermore, the differentiation among study constructs as endogenous and exogenous constructs, which were easily recognized by the path diagram.

The current study identified three different relationships among the study constructs from the available literature. The reason for developing three different structural models was to compare and confirm how well the developed research model was strong to support the study arguments. Also, always competing model strategy strengthens the researchers arguments and bring closer to the assessment of competing theories, which was much stronger than the test of a single model in isolation. The three competing structural models are shown below and were tested and compared for further analysis.

4.14.1 Structure of the competing model 1 (Basic Model – M_b)

This model draws direct relationships from input constructs to mediating construct and from mediating construct to outcome constructs based on the literature review. The

‘competing model 1’ showing the relationship from IB to EE, EB to EE, EE to EJS, EE to EBL and EE to EBP as shown in the figure 4.14. Furthermore, figure 4.15 shows the AMOS output of the competing model, where all the paths having significant relationships. Model fit indexes shown in the table 4.59 were above the acceptance threshold level. Therefore, the competing model 1 has maximum fit indexes indicating as the good fit model.

Table 4.59 Model fit indexes for the competing model 1

χ^2	Df	χ^2/df	GFI	AGFI	CFI	NFI	TLI	IFI
5768.9	1611	3.58	0.82	0.8	0.94	0.92	0.934	0.938
RFI	RMSEA	PNFI						
0.911	0.055	0.862						

Note: *p = 0.000; df-degrees of freedom, GFI-Goodness of fit, RMSEA-Root mean square error of approximation; NFI-Normed fit index; RFI-Relative fit index; CFI -Comparative Fit Index; TLITucker- Lewis index, AGFI-Adjusted goodness of fit; PNFI-Parsimonious normed fit index.

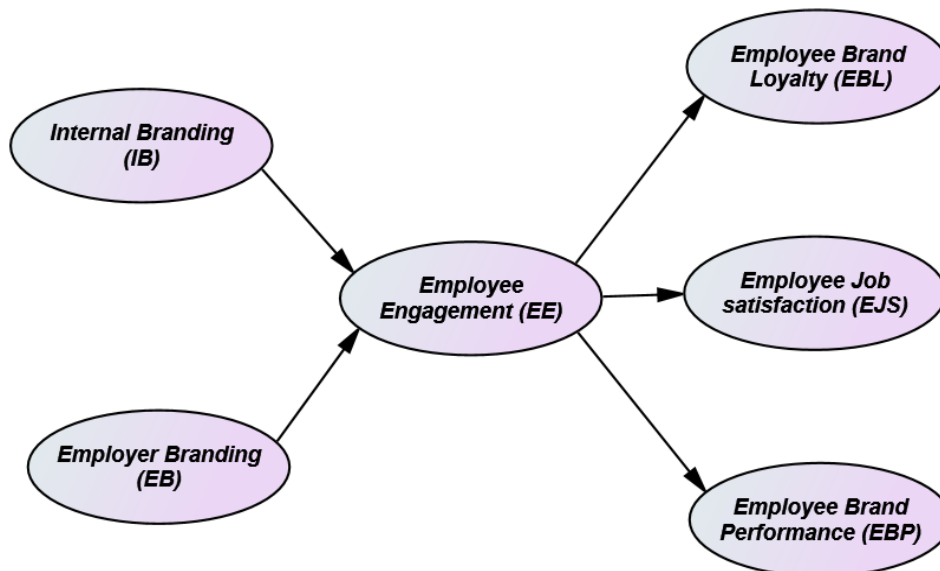


Figure 4.14 Competing Model 1

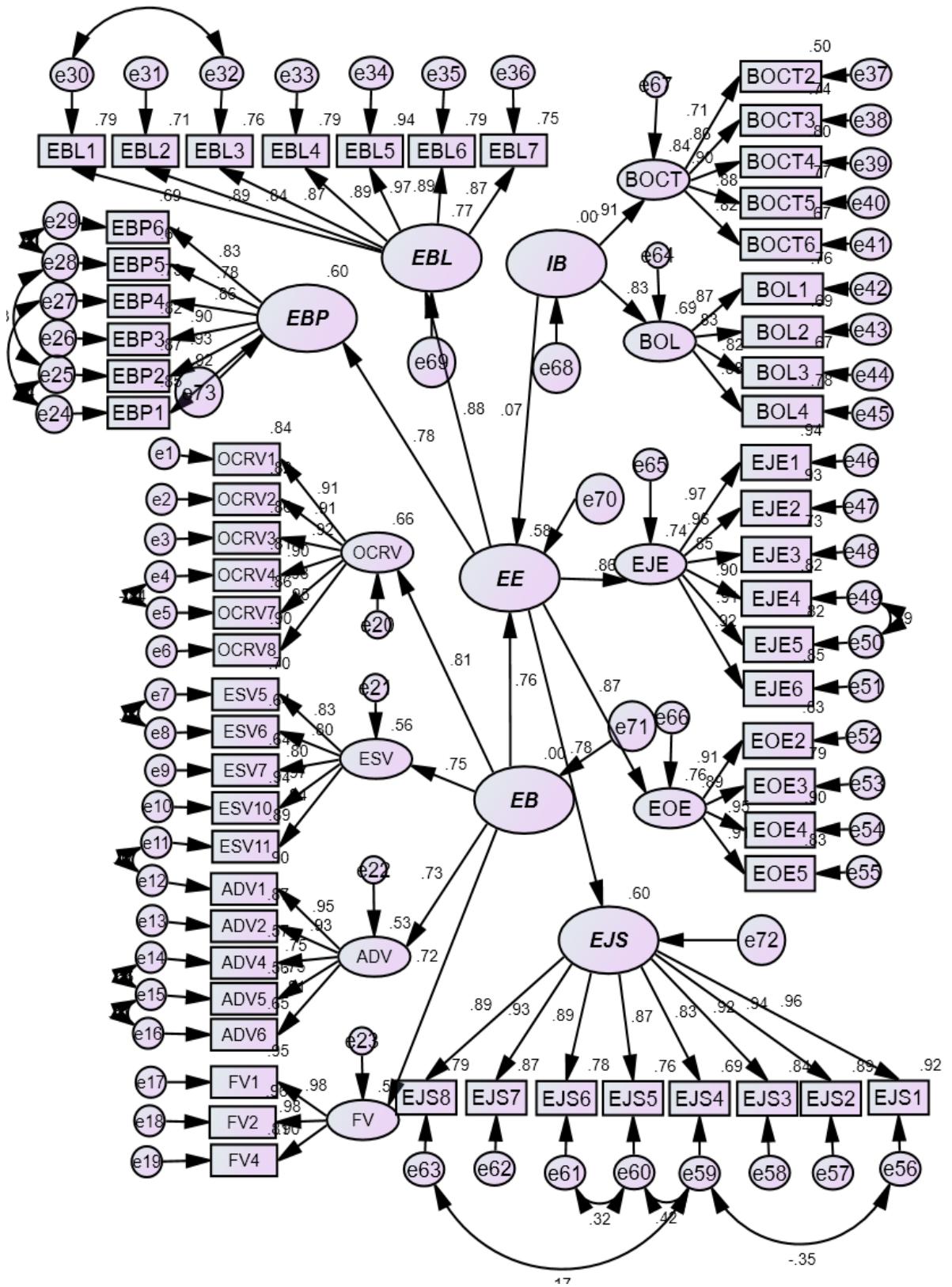


Figure 4.15 AMOS Competing Model 1

Table 4.60 Direct path analysis

Regression path	Estimate	S.E	T
EE ← IB	-.30	.099	-3.06 ^{.002}
EE ← EB	1.14	0.08	13.92***
EJS ← EE	0.83	0.03	25.65***
EBL ← EE	0.77	0.02	27.97***
EBP ← EE	0.66	0.02	24.63***

Note : *** significant at 0.001; .002 significant at 0.01 S.E - Standard error

4.14.2 Structure of the competing model 2 (Serial Model – M_s)

The competent model 2 draws serial relationships from IB to EB, EB to EE, EE to EJS, EJS to EBP and EBP to EBL. These relationships were drawn from the literature and the model was said to be having good fit indexes shown in the table 4.61. In this model, a new relationship between IB and EB was shown and the regression path was significant and having positive relationships as shown in the figure 4.17 and table 4.62.

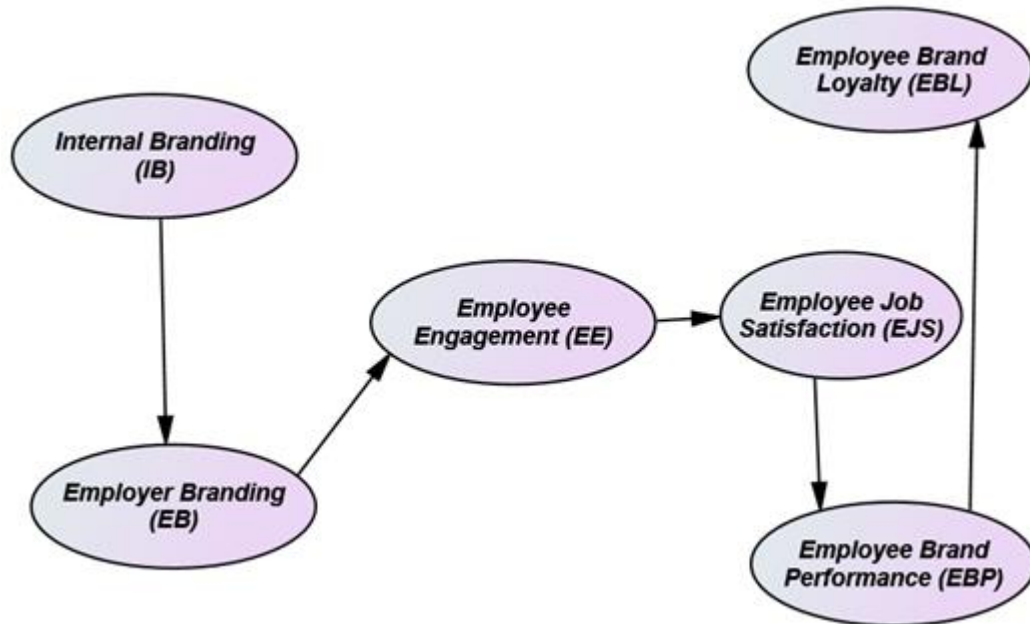


Figure 4.16 Competing Model 2

Table 4.61 Model fit indexes for the competing model 2

χ^2	<i>Df</i>	χ^2/df	<i>GFI</i>	<i>AGFI</i>	<i>CFI</i>	<i>NFI</i>	<i>TLI</i>	<i>IFI</i>
6246.1	1612	3.88	0.81	0.8	0.93	0.9	0.927	0.931
<i>RFI</i>	<i>RMSEA</i>	<i>PNFI</i>						
0.903	0.058	0.856						

Note: *p = 0.000; df-degrees of freedom, GFI-Goodness of fit, RMSEA-Root mean square error of approximation; NFI-Normed fit index; RFI-Relative fit index; CFI - Comparative Fit Index; TLITucker- Lewis index, AGFI-Adjusted goodness of fit; PNFI-Parsimonious normed fit index.

Table 4.62 Serial mediation path analysis

Regression path	Estimate	S.E	t
IB←EB	0.70	0.06	14.69***
EE←EB	0.85	0.04	22.66***
EJS←EE	0.73	0.03	23.03***
EBP←EJS	0.70	0.02	24.77***
EBL←EBP	0.72	0.03	23.53***

Note : *** significant at 0.001; S.E - Standard error

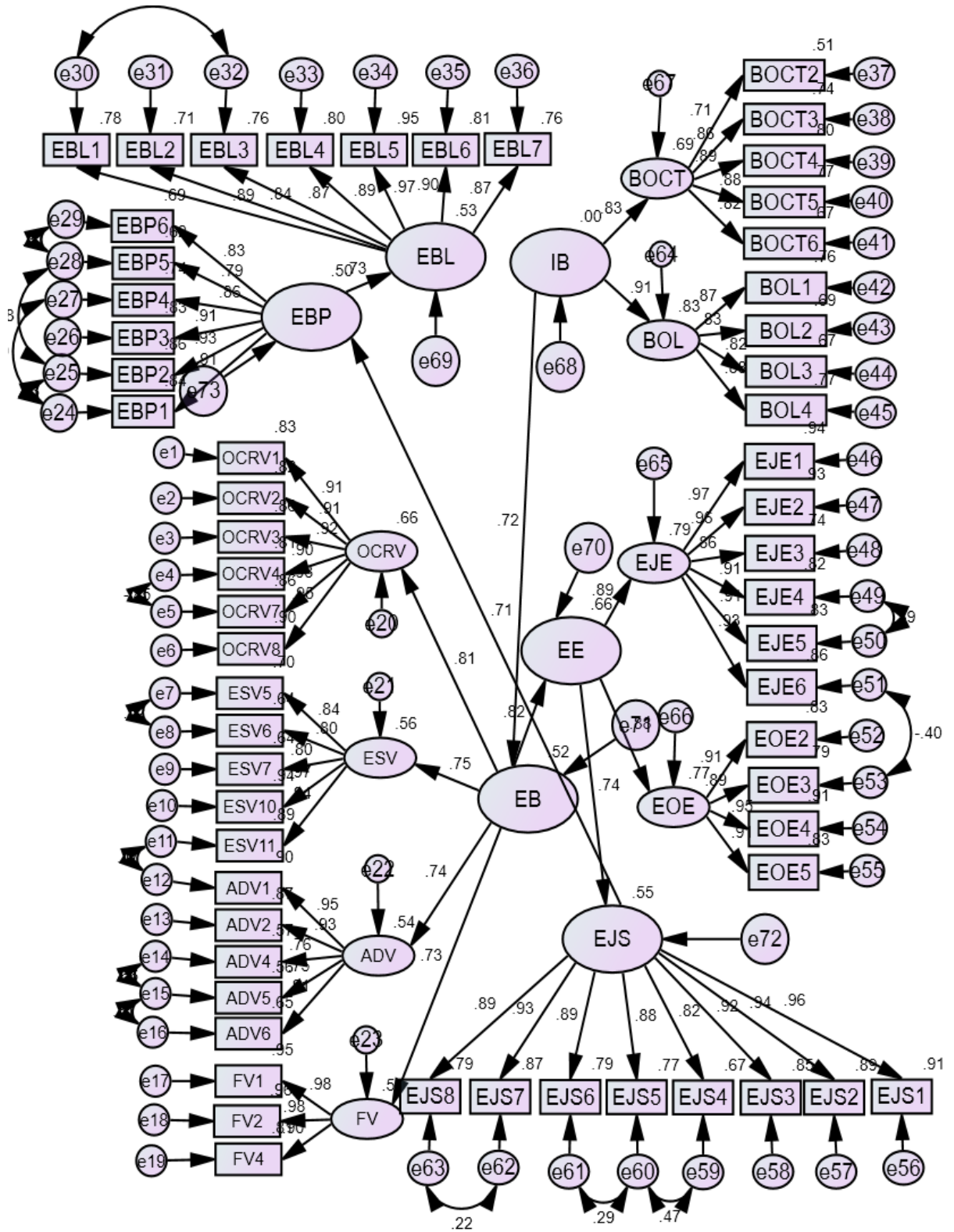


Figure 4.17 AMOS Competing Model 2

4.14.3 Structure of the competing model 3 (Research Model – M_r)

The competing model 3 was an actual hypothetical study model, where the relationships drawn in this model were both direct and indirect. The main purpose of this research model was to develop an integrating model that shows both direct and indirect relationships between input constructs, mediating construct and outcome constructs. The figure 4.19 shows the structure of competing model 3 and the table 4.63 presents the model fit indexes.

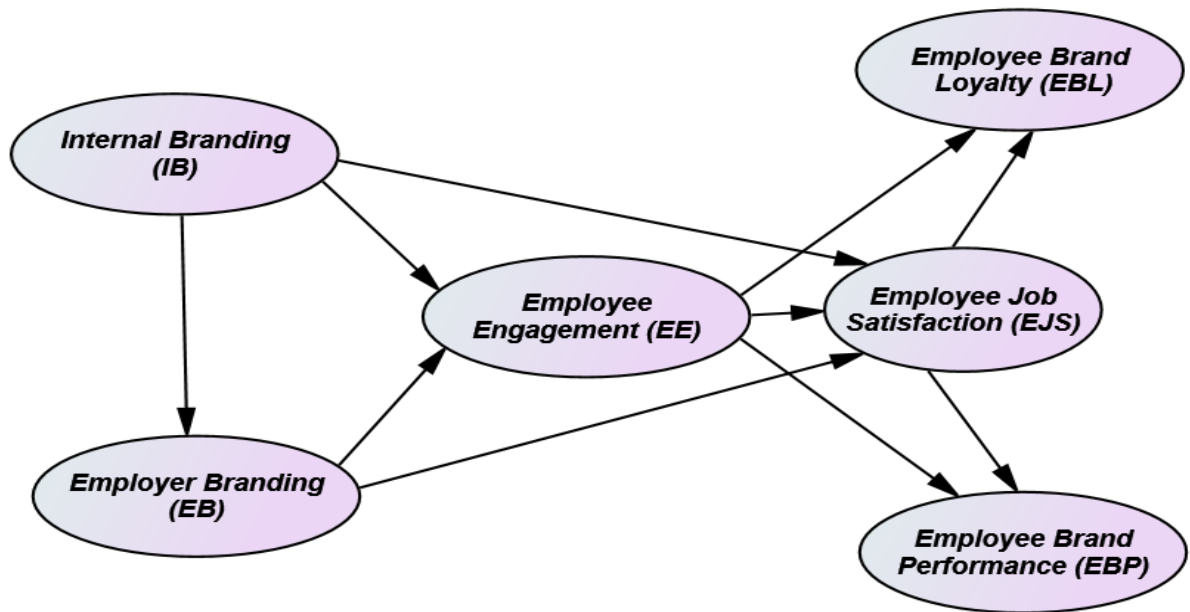


Figure 4.18 Competing Model 3

Table 4.63 Model fit indexes for the competing model 3

χ^2	Df	χ^2/df	GFI	AGFI	CFI	NFI	TLI	IFI
5486.9	1603	3.42	0.83	0.811	0.942	0.92	0.938	0.942
RFI	RMSEA	PNFI						
0.915	0.054	0.862						

4.15 Choosing a best competing model

All the developed models were competent enough individually to draw conclusions and their fit indexes also confirming the same. But the main aim of this section was to identify the best fit model, that is, a model which gives more clarity between study constructs and also can be considered as a reference for future studies in the relating area. Therefore, the study identified the best fit model by comparing their incremental fit indexes or parsimony fit indexes including with the chi-square differences between the three models (Hair et al., 2008).

Firstly, study conducted Chi-square Differences ($\Delta\chi^2$) Statistics Test (CDST) to compare the three competent models. Based on the test criteria, null hypothesis and a research hypothesis were formed. The research hypotheses that were developed was “there was a significant difference between the two competent models” that is the null hypotheses would be “no significant difference exists between two competent models” (denoted by $M_b - M_r = 0$ and $M_s - M_r = 0$). If the $\Delta\chi^2$ was significant, then the largest model with more freely estimated paths fits the data better than the smallest model. Moreover, if the $\Delta\chi^2$ was insignificant, then both the models fit statistically equal with each other. Thus, the new relationships identified in the largest model was not adding any extra value to the study, so the new paths were deleted from the model or the alternative model could be accepted for further analysis.

Table 4.64 presenting the model fit indexes of the three competing models. The CDST value between the competent model 1 and the competent model 3 was $\Delta\chi^2 = 282$ and the $\Delta df = 8$ and the $\Delta\chi^2$ value was assumed to be statistically significant at a probability of <0.01 . Furthermore, their also difference exists in the incremental fit indexes and

parsimony fit indexes of two models ($\Delta\text{CFI} = 0.002$ and $\Delta\text{RMSEA} = 0.001$). Thus, it was suggested that the competent model 3 (M_r) was said to significant and performing better than the competent model 1 (M_b).

Table 4.64 Comparative fit indexes for the competing models

Fit indexes	M_b	M_s	M_r
χ^2	5768.9	6246.1	5486.9
Df	1611	1612	1603
χ^2/df	3.58	3.88	3.42
GFI	0.82	0.81	0.83
AGFI	0.8	0.8	0.811
CFI	0.94	0.93	0.942
NFI	0.92	0.9	0.92
TLI	0.934	0.927	0.938
IFI	0.938	0.931	0.942
RFI	0.911	0.903	0.915
RMSEA	0.055	0.058	0.054
PNFI	0.862	0.856	0.862

Similarly, the chi-square difference between the competent model 2 and the competent model 3 was $\Delta\chi^2 = 759.2$ and the $\Delta\text{df} = 9$ and the $\Delta\chi^2$ value was assumed to be statistically significant at a probability of <0.01 . On the other hand, the $\Delta\text{CFI} = 0.012$, $\Delta\text{RMSEA} = 0.004$ and $\Delta\text{PNFI} = 0.006$, and these values are more for the competent model 3. Hence, the test confirms that the competent model (M_r) was significant and assumed to be performing better than the competent model 2 (M_s). Therefore, the CDST result in the table 4.64 shows that the developed conceptual framework (M_r) was assumed to be the best model among the three competent models and consider for the further analysis.

Table 4.65 Comparison of two competing models with the research model

Competing Models	$\Delta\chi^2$	Δdf	ΔCFI	$\Delta RMSEA$	$\Delta PNFI$
M_b Versus M_r	282	8	0.002	0.001	0
M_s Versus M_r	759.2	9	0.012	0.004	0.006

Note - $\Delta\lambda^2$ = Difference in the chi-square value between models; Δdf = Difference in the degrees of freedom between models; ΔCFI = Difference in comparative fit index between the models; $\Delta RMSEA$ = Difference in the root mean square error approximation between the models; $\Delta PNFI$ = Difference in parsimony normed fit index between the models.

4.16 The Research Model statistics

From the above discussions, the current study assumed that the research model was best among the three competing models. The research model has both direct and indirect path estimates between the study constructs as shown in the figure 4.18. According to Hair et al., (2008), the model fit statistics of research model must be equal or greater than the measurement model to validate the structural model. The table 4.66 presents the comparative analysis of measurement model and structural model and confirms the structural model having validity for hypothesis testing. Therefore, the research model (M_r) considered for the hypotheses testing and the correcting statistics were shown in the below table 4.66.

Table 4.66 Comparative model fit statistics for measurement model and research model

Fit statistics	Measures	Measurement Model	Research Model
Chi square (χ^2)	CMIN	5641.404	5486.9
	Df	1602	1603
	p value	***	***
Absolute Fit Measures	Goodness-of-fit index(GFI)	0.823	0.83
	Root mean square error of approximation (RMSEA)	0.055	0.054
	Root mean square residual (RMR)	0.055	0.056
	Normed Chi-square	3.52	3.42
Incremental fit indexes	Normed fit index (NFI)	0.918	0.92
	Incremental fit index (IFI)	0.94	0.942
	Comparative fit index (CFI)	0.94	0.942
	Relative fit index (RFI)	0.912	0.915
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	0.804	0.811
	Parsimony normed fit index (PNFI)	0.859	0.862

4.17 Test of mediation effect

The bootstrap results of research model were presented in table 4.67. The research model was further examined with 5000 samples which were randomly generated by the AMOS software based on the actual sample size (844). If the mediation effect is significant for all the 5000 samples, then it can be confirmed that the effect is true in all the cases. The results of the bootstrap revealed that the mediation effect of EE was not significant on the relationship between IB and EJS. Therefore, it can be concluded that there was no mediation effect between IB and EJS through EE. The results of the bootstrap revealed that the mediation effect of EE was significant (LB = .69 and UB = .91 at $p < 0.001$) on the relationship between EB and EJS. The results of the bootstrap revealed that the

mediation effect of EE was significant (LB = .71 and UB = .90 at $p < 0.001$) on the relationship between EB and EBL. The results of the bootstrap revealed that the mediation effect of EE was significant (LB = .64 and UB = .85 at $p < 0.001$) on the relationship between EB and EBP. Since, the direct effect between EB and EJS, EBL, and EBP was not significant and indirect effect between EB and EJS, EBL, and EBP was significant, EE was fully mediating the relationship between EB and EJS, EBL and EBP. Similarly, the results of the bootstrap revealed that the mediation effect of EB was significant (LB = .60 and UB = .85 at $p < 0.001$) on the relationship between IB and EE. Since, the direct effect between IB and EE was not significant and indirect effect between IB and EE was significant, EB was fully mediating the relationship between IB and EE. Lastly, the results of the bootstrap revealed that the serial mediation effect of EB and EE was significant (LB = .24 and UB = .47 at $p < 0.001$) on the relationship between IB and EJS. Since, the direct effect between IB and EJS and was not significant and indirect effect between IB and EJS was significant, EB and EE was fully mediating the relationship between IB and EJS.

Table 4.67 Bootstrap results for the research model

Path	Amos bootstrap results (5000 samples)				
	LB	UB	Sig	Mediated by	Estimate
EJS <---- IB	-	-	-	EE (No Mediation)	-
EJS <---- EB	.69	.91	***	EE (Full Mediation)	.89
EBL <---- EB	.71	.90	***	EE (Full Mediation)	.84
EBP <---- EB	.64	.85	***	EE (Full Mediation)	.72
EE <---- IB	.60	.85	***	EB (Full Mediation)	.75

				Both EB and EE	
EJS <----	IB	.24	.47	***	(Full Mediation) .35

Note: LB – lower bound; UB – upper bound; ***Significant at .001 level; IB - Internal Branding; EB - Employer Branding; EE - Employee Engagement; EJS - Employee Job Satisfaction

4.18 Hypotheses testing

This section discusses the results of research questions: (1). Is there a relationship between internal branding (IB) , employer branding (EB), employee engagement (EE), employee job-satisfaction (EJS), employee brand loyalty (EBL) and employee brand performance (EBP)? (2) What is the individual effect of IB on EE and outcome variables, and EB on EE and outcome variables in the ORS? (3) What is the combined effect of IB and EB on EE and outcome variables? (4) What is the mediating effect of EE on input constructs (IB and EB) and outcome constructs? (5) What are the major employee factors that moderate the study relationships? The answers to each question were discussed below.

4.17.1 Relationship testing

H1: There is a significant positive relationship among the study constructs IB, EB, EE, EJS, EBP and EBL for current employees.

Table 4.68 Covariance statistics for the measurement model

	Correlation paths		Estimates	Standard Error	t-value	P
IB	<-->	EE	0.42	0.04	10.61	***
IB	<-->	EJS	0.28	0.03	8.14	***
EB	<-->	EBP	0.55	0.04	12.79	***
EB	<-->	EBL	0.65	0.04	13.89	***
EB	<-->	IB	0.46	0.03	12.07	***
EB	<-->	EE	0.97	0.06	15.67	***
EB	<-->	EJS	0.67	0.05	12.86	***

EE	<-->	EJS	1.03	0.06	15.76	***
EBP	<-->	EBL	0.68	0.04	15.46	***
EBP	<-->	IB	0.25	0.02	8.68	***
EBP	<-->	EE	0.84	0.05	15.54	***
EBP	<-->	EJS	0.79	0.05	15.50	***
EBL	<-->	IB	0.30	0.03	9.67	***
EBL	<-->	EE	0.99	0.06	16.65	***
EBL	<-->	EJS	0.87	0.05	16.03	***

Note 1 : *** Significant at 0.001; P - Probability value of significance level

Note 2 : IB – Internal Branding; EB- Employer Branding; EE- Employee Engagement; EJS- Employee Job Satisfaction, EBL- Employee Brand Loyalty; EBP- Employee Brand Performance.

From the above table 4.68, it was evident that the correlations among study constructs IB, EB, EE, EJS, EBL, and EBP are significant at 0.001 and said to be positive. Therefore, it could be concluded that the hypothesis H1 was supported and consider for further hypotheses testing.

4.17.2 Testing of direct effects

Table 4.69 Path analysis statistics for proposed research model (M_r)

Hypotheses	Regression path	Standardised estimates	S.E	T
H3	EE <-- IB	-0.16	0.09	-2.94 ^{0.003}
H5	EE <-- EB	0.97	0.08	14.58***
H7	EB <-- IB	0.73	0.07	15.01***
H4	EJS <-- IB	-0.004	0.09	-0.69 ^{.94}
H6	EJS <-- EB	-0.20	0.13	-1.88 ^{.059}
H9a	EJS <-- EE	0.91	0.08	10.81***
H9b	EBL <-- EE	0.71	0.03	18.19***
H9c	EBP <-- EE	0.55	0.03	13.06***
H10b	EBL <-- EJS	0.21	0.02	6.32***
H10a	EBP <-- EJS	0.27	0.03	6.96***

Note 1 : *** significant at 0.001; 0.003 significant at 0.01; SE - Standard error

Note 2: IB – Internal Branding; EB- Employer Branding; EE- Employee Engagement; EJS- Employee Job Satisfaction, EBL- Employee Brand Loyalty; EBP- Employee Brand Performance.

H3: There is a significant positive direct effect between internal branding (IB) and employee engagement (EE) for current employees.

From the table 4.69, it was evident that the regression path between IB and EE was significant at 0.01 and not positive. However, when IB took as an input variable, the regression statistics between IB and EE was significant at 0.001 and the effect was positive as shown in the figure 4.12 and table 4.57. Therefore, it could be concluded that the hypothesis H3 was not supported in the proposed research framework.

H4: There is a significant positive direct effect between internal branding (IB) and employee job satisfaction (EJS) for current employees.

From the table 4.69, it was evident that the regression path between IB and EJS was insignificant. However, when IB took as an input variable, the regression statistics between IB and EJS was significant at 0.05 and the effect was not positive as shown in the figure 4.12 and table 4.57. Therefore, it could be concluded that the hypothesis H4 was not supported in the proposed research framework.

H5: There is a significant positive direct effect between employer branding (EB) and employee engagement (EE) for current employees.

From the table 4.69, it was evident that the regression path between EB and EE was significant at 0.001 and positive. Similarly, when EB took as an input variable, the regression statistics between EB and EE was significant at 0.001 and the effect was positive as shown in the figure 4.13 and table 4.58. Therefore, it could be concluded that the hypothesis H5 was supported in the proposed research framework. Also, the direct effect of EB on EE was 0.979 and said to be greater than IB.

H6: There is a significant positive direct effect between employer branding (EB) and employee job satisfaction (EJS) for current employees.

From the table 4.69, it was evident that the regression path between EB and EJS was insignificant. However, when EB took as an input variable, the regression statistics between EB and EJS was significant at 0.01 and the effect was not positive as shown in the figure 4.13 and table 4.58. Therefore, it could be concluded that the hypothesis H6 was not supported in the proposed research framework.

H7: There is a significant positive direct effect between internal branding (IB) and employer branding (EB) for current employees.

From the table 4.69, it was evident that the regression path between IB and EB was significant at 0.001 and positive. Therefore, it could be concluded that the hypothesis H7 was supported in the proposed research framework. Also, the direct effect of IB on EB was 0.73 and said to be greater.

H9a: There is a significant positive direct effect between employee engagement (EE) and employee job satisfaction (EJS) for current employees.

From the table 4.69, it was evident that the regression path between EE and EJS was significant at 0.001 and positive. Therefore, it could be concluded that the hypothesis H9a was supported in the proposed research framework. Also, the direct effect of EE on EJS was 0.917 and said to be greater.

H9b: There is a significant positive direct effect between employee engagement (EE) and employee brand loyalty (EBL) for current employees.

From the table 4.69, it was evident that the regression path between EE and EBL was significant at 0.001 and positive. Therefore, it could be concluded that the hypothesis H9b was supported in the proposed research framework. Also, the direct effect of EE on EBL was 0.713 and said to be greater

H9c: There is a significant positive direct effect between employee engagement (EE) and employee brand performance (EBP) for current employees.

From the table 4.69, it was evident that the regression path between EE and EBP was significant at 0.001 and positive. Therefore, it could be concluded that the hypothesis H9c was supported in the proposed research framework. Also, the direct effect of EE on EBP was 0.551 and said to be acceptable.

H10a: There is a significant positive direct effect between employee job satisfaction (EJS) and employee brand performance (EBP) for current employees.

From the table 4.69, it was evident that the regression path between EJS and EBP was significant at 0.001 and positive. Therefore, it could be concluded that the hypothesis H10a was supported in the proposed research framework.

H10b: There is a significant positive direct effect between employee job satisfaction (EJS) and employee brand loyalty (EBL) for current employees.

From the table 4.69, it was evident that the regression path between EJS and EBL was significant at 0.001 and positive. Therefore, it could be concluded that the hypothesis H10 was supported in the proposed research framework.

4.17.3 Testing of indirect effect

This section discusses the indirect effects between IB and EE, IB and EJS, and EB and EJS. Employee engagement mediates the relationship between input and outcome variables, this was the key outcome of the study. Similarly, employer branding also mediates the link between internal branding and employee engagement as shown in the table 4.70.

Table 4.70 Direct, Indirect and Total effects for the proposed research framework

		Direct	Indirect	Total
H8	Internal Branding -----> Employee Engagement	-0.16	0.71	0.54
	Internal Branding -----> Employer Branding	0.73	0	0.73
	Employer Branding -----> Employee Engagement	0.97	0	0.97
H11	Internal Branding -----> Employee Job-Satisfaction	-0.004	0.35	0.35
	Internal Branding -----> Employee Engagement	-0.16	0.71	0.54
	Employee Engagement -----> Employee Job-satisfaction	0.91	0	0.91
H12	Employer Branding -----> Employee Job-Satisfaction	-0.20	0.89	0.69
	Employer Branding -----> Employee Engagement	0.97	0	0.97
	Employee Engagement -----> Employee Job-satisfaction	0.91	0	0.91
H13	Employer Branding -----> Employee Brand Loyalty	0	0.84	0.84
	Employer Branding -----> Employee Engagement	0.97	0	0.97
	Employee Engagement-----> Employee Brand Loyalty	0.71	0.19	0.90
H14	Employer Branding -----> Employee Brand Performance	0	0.72	0.72
	Employer Branding ----->	0.97	0	0.97

Employee Engagement			
Employee Engagement----->	0.55	0.25	0.80
Employee Brand Performance			

H8: There is a significant positive indirect effect between internal branding (IB) and employee engagement (EE) through employer branding (EB) for current employees.

From the table 4.69 and table 4.70, it was evident that the regression path between IB and EE through EB was significant at 0.001 and positive. Therefore, it could be concluded that the EB mediates the relationship between IB and EE. Also, the direct effect between IB and EE was -0.166 and the indirect effect was 0.715 which is clear that the indirect effect was greater and significant at 0.001. Hence, a hypothesis H8 was supported.

H11: There is a significant positive indirect effect between internal branding (IB) and employee job satisfaction (EJS) through employee engagement (EE).

From the table 4.69 and table 4.70, it was evident that the regression path between IB and EJS through EE was insignificant. However, when IB alone was taken as an input variable, the indirect effect between IB and EJS through EE was significant at 0.001 as shown in the table 4.54. Hence, hypothesis H11 was not supported.

H12: There is a significant positive indirect effect between employer branding (EB) and employee job satisfaction (EJS) through employee engagement (EE).

From the table 4.69 and table 4.70, it was evident that the regression path between EB and EJS through EE was significant at 0.001 and positive. Therefore, it could be concluded that the EE mediates the relationship between EB and EJS. Also, the direct effect of EB and EJS was -0.205 and the indirect effect was 0.898 which clears that the

indirect effect was greater and significant at 0.001. It was also clear that the effect of EB is greater on EE and outcome variables when compared with IB. Hence, the hypothesis H12 was supported.

H13: There is a significant positive indirect effect between employer branding (EB) and employee brand loyalty (EBL) through employee engagement (EE).

From the table 4.69 and table 4.70, it was evident that the regression path between EB and EBL through EE was significant at 0.001 and positive. Therefore, it could be concluded that the EE mediates the relationship between EB and EBL. Also, the direct effect of EB on EBL was 0.000 and the indirect effect was 0.845 which clears that the indirect effect was greater and significant at 0.001. It was also clear that the effect of EB is greater on EE and outcome variables when compared with IB. Hence, hypothesis H13 was supported.

H14: There is a significant positive indirect effect between employer branding (EB) and employee brand performance (EBP) through employee engagement (EE).

From the table 4.69 and table 4.70, it was evident that the regression path between EB and EBP through EE was significant at 0.001 and positive. Therefore, it could be concluded that the EE mediates the relationship between EB and EBP. Also, the direct effect of EB on EBP was 0.000 and the indirect effect was 0.729 which clears that the indirect effect was greater and significant at 0.001. It was also clear that the effect of EB is greater on EE and outcome variables when compared with IB. Hence, hypothesis H14 was supported.

4.17.4 Multi-group analysis

The proposed research framework was further considered for the testing moderating effect of demographics (gender, plan for next three years and position in the company) among study constructs. Multi-group analysis was conducted to identify whether demographic factors (gender, marital status, age, and education) and functional factors (experience in current organization, total retail experience, nature of the job, position in the company and plan in the next three years, plan and position influence the relationships) moderates the study relationships. Using Chi-square difference test, the study identified the moderating effects of plan and position among study constructs which were shown in the tables 4.71 and 4.72.

Table 4.71 Plan wise cross validation for the proposed research model

Overall Model	Chi-square	Df	p-val	Invariant
Unconstrained	8025.802	3212		
Fully constrained	8219.514	3272		
Number of groups		2		
Difference	193.712	60	0.000	NO

Table 4.72 Position wise cross validation for the proposed research model

Overall Model	Chi-square	Df	p-val	Invariant
Unconstrained	14854.932	6432		
Fully constrained	15255.5	6606		
Number of groups		2		
Difference	400.568	174	0.000	NO

H15: Demographic factors (gender, marital status, age, and education) moderate the relationship among the study constructs IB, EB, EE, EJS, EBL and EBP for current employees.

From the multi-group analysis, it could be concluded that the effect of demographic factors on proposed research framework was not different. Therefore, the hypothesis H15 was not supported.

H16: Functional factors (experience in current organization, total retail experience, nature of the job, position in the company and plan in the next three years) moderates the relationship among the study constructs IB, EB, EE, EJS, EBL, and EBP for current employees.

From the table 4.71, it could be concluded that the plan for next three years among groups was different. To identify the path, chi-square difference test was considered and the corresponding results were as - plan for next three years among groups was moderating between employee engagement (EE) and employee brand loyalty (EBL), and employee job satisfaction (EJS) and employee brand loyalty (EBL), both significant at 0.001.

Similarly, from the table 4.72, it could be concluded that the position in the company among groups was different. To identify the path, chi-square difference test was considered and the corresponding results were as – position in the company among groups was moderating between Internal branding (IB) and employer branding (EB) at 0.01 significance level, employee engagement (EE) and employee job-satisfaction (EJS) at 0.001 significance level, employee engagement (EE) and employee brand performance (EBP) at 0.001 significance level. Therefore, the hypothesis H16 was partially supported.

Table 4.73 Summary of Hypotheses testing of the proposed research framework

Hypotheses	Results
H1: There is a significant positive relationship among the study constructs IB, EB, EE, EJS, EBP and EJS.	Accepted
H2: Each input construct (individual effect) has a significant positive direct effect with EE and EJS 2a. IB has a significant positive direct relationship with EE 2b. IB has a significant positive direct relationship with EJS 2c. EB has a significant positive direct relationship with EE 2d. EB has a significant positive direct relationship with EJS	Accepted Rejected Accepted Rejected
H3: There is a significant positive direct effect between internal branding (IB) and employee engagement (EE).	Rejected
H4: There is a significant positive direct effect between internal branding (IB) and employee job satisfaction (EJS).	Rejected
H5: There is a significant positive direct effect between employer branding (EB) and employee engagement (EE).	Accepted
H6: There is a significant positive direct effect between employer branding (EB) and employee job satisfaction (EJS).	Rejected
H7: There is a significant positive direct effect between internal branding (IB) and employer branding (EB).	Accepted
H8: There is a significant positive indirect effect between internal branding (IB) and employee engagement (EE) through employer branding (EB).	Accepted
H9: EE has a significant positive direct effect on outcome variables 9a. There is a significant positive direct effect between EE and EJS. 9b. There is a significant positive direct effect between EE and EBL. 9c. There is a significant positive direct effect between EE and EBP.	Accepted Accepted Accepted
H10: There is a significant positive direct effect between employee job satisfaction (EJS) and outcome variables. 10a. There is a significant positive direct effect between EJS and EBP. 10b. There is a significant positive direct effect between EJS and EBL.	Accepted Accepted
H11. There is a significant positive indirect effect between internal branding (IB) and employee job satisfaction (EJS) through employee engagement (EE)	Rejected
H12: There is a significant positive indirect effect between employer branding (EB) and employee job satisfaction (EJS) through employee engagement (EE).	Accepted
H13: There is a significant positive indirect effect between employer branding (EB) and employee brand loyalty (EBL) through employee engagement (EE).	Accepted

H14: There is a significant positive indirect effect between employer branding (EB) and employee brand performance (EBP) through employee engagement (EE).	Accepted
H15: Demographic factors (gender, marital status, age, and education) moderate the relationships among study constructs IB, EB, EE, EJS, EBL and EBP.	Rejected
H16: Functional factors (experience in current organization, total retail experience, nature of job, position in the company and plan in the next three years) moderates the relationships among study constructs IB, EB, EE, EJS, EBL, and EBP.	Partially accepted

The current chapter provided the results of the proposed research study which revealed that there was significant positive relationship exists among study constructs internal branding, employer branding, employee engagement, employee job satisfaction, employee brand loyalty and employee brand performance. Furthermore, the study findings revealed that there was significant positive direct effect between IB and EB, EB and EE, EE and EJS, EE and EBL, EE and EBP, EJS and EBL and EJS and EBP. Also, findings revealed that employee engagement mediates the relationship between employer branding and employee job-satisfaction, and employer branding mediates the relationship between internal branding and employee engagement. Finally, gender was not moderating the study relationships, whereas plan for next three years and position in the company moderates the study relationships. A discussion of these findings with recommendations and suggestions were presented in the next chapter.

CHAPTER 5
DISCUSSION AND CONCLUSION

CHAPTER 5

DISCUSSION AND CONCLUSION

The current chapter begin with the summary and discussions of the study, followed by practical implications, theoretical implications and summary of important notions gathered during the process of the study. Lastly, the study concludes with the limitations and directions to the further research.

5.1 Summary of the study

The main objective of the study was to explore the structural relationships among the study constructs employee engagement, internal branding, employer branding and outcome variables (employee job satisfaction, employee brand loyalty, and employee brand performance). This study assumed to be unique in terms of drawing relationships among employees based corporate branding practices, employee engagement and outcome variables in the Indian context, especially in services context (front-line organized retail employees). Basing on the extensive literature review, the study identified the following relationships and to confirm whether the above-drawn relationships are valid in the Indian context, the current study adopted a systematic investigation that is discussed below.

To begin with, in order to test these drawn relationships, the study must develop and validate the suitable scale items for the each construct. The current study contributes to the body of the knowledge by establishing the reliability and validity of the each scale items which can be further used to capture the employee perceptions about their employee specific CB activities. However, there is a limited understanding of the

effective implementation of employee related CB activities effects the employees' attitude and behavior towards their job and organization which in-turn leads to successful delivery of a corporate brand promise to all the stakeholder groups in the literature. The advanced statistical techniques adapted for the purification of each scale provides rigor to the study. The developed relationships among IB, EB, EE and outcome variables were initially tested with a sample of 228 front-line employees' working with the Indian organized retail corporates; and further, examined its reliability and construct validity, and purified accordingly for future analysis. Moreover, these scales were re-tested its construct reliability, content validity, convergent validity, discriminant validity, nomological and construct validity with a greater sample of 844. The results directed that the developed scales has achieved all the psychometric properties (reliability and validity), and therefore, it could be recommended that the established scales has gained vigor in capturing the employee perceptions (IB, EB, EE and outcome variables) in the Indian service organizations context with suitable changes. Furthermore, IB, EB, and EE were multi-dimensional scales and therefore, rigorous statistical techniques like EFA and CFA (first-order and second-order) have been applied to consider for further analysis. The study that captures the perceptions of the service employees can help service organizations to improve their employee-related corporate brand practices which in-turn will help them in lowering the attrition rates.

One of the main purposes of the study was to examine the individual and combined effect of IB and EB on EE in the context of Indian organized retailing (front-line employees). According to the literature, it has been identified that individual effects of IB and EB positively influences the employee behavior and attitude by engaging them with the job

and the organization. These will in-turn help service organizations to retain their existing talent and lower the turnover cost. Although, few studies attempt to understand the individual link between IB and EB with employee engagement and outcome variables but the scope of IB is very small as it only involves training, leadership activities and internal communication practices to existing employees and ignores the importance of potential hires. Similarly, EB practices target more on attracting potential hires and less on existing employees but the scope of EB is greater than IB as it involves most of the brand related HR practices into the process. Therefore, conceptualizing the combined effect of IB and EB on EE will align both HR and marketing departments to work together in order to deliver consistent brand promises to both internal as well as external stakeholder groups. In addition, integration also helps service organizations to increase their level of EE that will further develop positive employee attitude and behavior towards their organization's products/services. This will allow organizations to differentiate themselves with the competitors especially in the services sector and experience long-term success in the business markets. These assumptions were consistent with the suggestions and recommendations of few related studies in the CB literature (Piyachat, 2015; Lee et al., 2013; Foster et al., 2010). Therefore, the study attempted to measure combined effect of IB and EB on EE in Indian organized retailing (front-line employees) and this link is conceptualized on the premise of SET (Blau,1965), RBVT (Barney, 1999), POFT (Cable & Judge, 1996) and TPC (Hendry & Jenkins, 1997).

Another purpose of the study was to test the mediating effect of EE on employee related brand activities (IB and EB) and outcome variables (EJS, EBP, and EBL) in Indian organized retail (front-line employees). As discussed above, employees who are termed

as moderately engaged or highly engaged will tend to exhibit positive attitude and behavior with the job and the organization and contribute more in achieving organization's long-term goals. Finally, the study also examined the moderating effect of front-line retail employee related demographic and functional factors such as gender, education, position and plan in the next three years on the study relationships.

5.2 Demographic and functional characteristics of organized retail front-line employees

The data has been collected from 844 front-line retail employees from five organized retail corporates in Indian organized retailing. The study tries to balance the proportion of male and female and accounted 56 percent males and 43 percent females while the marital status was mostly married (83%). The majority of the respondents' were in the age group of 26-35 (53%), followed by 18-25 (32%), 36-45 (13%) and 46-55 (only 02%). Most of the organized retail employees were qualified graduates (70%), under-graduates (23%), post-graduates (6%) and SSC (01%).

The functional characteristics of front-line retail employees are as follows – majority of the front-line employees are having less than 5 years of total retail experience (57%), followed by 5-10 years (39%) and 10-15 years (4%). While 48% of the front-line employees having 1-2 years' experience in the current retail organization, followed by 2-3 years (40%), 6-months – 1year (7%) and 3-5 years (5%). Most of the store employees nature of the job are customer relations (60%), sales (24%), and both supervisory, as well as administration jobs, accounted 8% respectively. The majority of the front-line employees (84%) in the organizations were positioned as customer touch points (sales and customer relations) in the organization's structure, followed by administrative staff

(9%) and lower-management (7%). 69% of the front-line employees want to continue working with the same company within next three years, whereas 31% are looking for a change in job and company and less than 1% want to opt for early retirement.

Table 5.1 Results of research hypotheses testing

Objective	Research Hypotheses	Results
<ul style="list-style-type: none"> To study the individual effect of IB and EB on EE and outcome variable (EJS). 	H2. Each input construct (individual effect) has a significant positive direct effect with EE and EJS	Supported Not supported Supported Not supported
	2a. IB has a significant positive direct relationship with EE	
	2b. IB has a significant positive direct relationship with EJS	
	2c. EB has a significant positive direct relationship with EE	
	2d. EB has a significant positive direct relationship with EJS	
<ul style="list-style-type: none"> To analyze the combined effect of IB and EB on EE and outcome variable (EJS). 	H3. There is a significant positive direct effect between internal branding (IB) and employee engagement (EE).	Not supported
	H4. There is a significant positive direct effect between internal branding (IB) and employee job satisfaction (EJS).	Not supported
	H5. There is a significant positive direct effect between employer branding (EB) and employee engagement (EE).	Supported
	H6. There is a significant positive direct effect between employer branding (EB) and employee job satisfaction (EJS).	Not supported
	H7. There is a significant positive direct effect between internal branding (IB) and employer branding (EB).	Supported
	H8. There is a significant positive indirect effect between internal branding (IB) and employee engagement (EE) through employer branding (EB).	Supported

<ul style="list-style-type: none"> To examine the mediating effect of EE on input variables (IB and EB) and outcome variables. 	H9. EE has a significant positive direct effect on outcome variables		
	9a. There is a significant positive direct effect between EE and EJS.	Supported	
	9b. There is a significant positive direct effect between EE and EBL.	Supported	
	9c. There is a significant positive direct effect between EE and EBP.	Supported	
	H10. There is a significant positive direct effect between employee job satisfaction (EJS) and outcome variables.		
	10a. There is a significant positive direct effect between EJS and EBP.	Supported	
	10b. There is a significant positive direct effect between EJS and EBL.	Supported	
	H11. There is a significant positive indirect effect between internal branding (IB) and employee job satisfaction (EJS) through employee engagement (EE)	Not supported	
	H12. There is a significant positive indirect effect between employer branding (EB) and employee job satisfaction (EJS) through employee engagement (EE).	Supported	
	H13. There is a significant positive indirect effect between employer branding (EB) and employee brand loyalty (EBL) through employee engagement (EE).	Supported	
	H14. There is a significant positive indirect effect between employer branding (EB) and employee brand performance (EBP) through employee engagement (EE).	Supported	
	<ul style="list-style-type: none"> To test the moderating effect of major employee factors (demographics and functional) on the study relationships. 	H15. Demographic factors (gender, marital status, age, and education) moderate the relationships among study constructs IB, EB, EE, EJS, EBL and EBP for current employees.	Not supported
		H16. Functional factors (experience in current organization, total retail experience, nature of the job, position in the company and plan in the next three years) moderates the relationships among study constructs IB, EB, EE, EJS, EBL and EBP for current employees.	Partially Supported position (EE - EBL; EJS - EBL) plan (IB-EB; EE-EJS; EE-EBP)

5.4 Dimensions of IB, EB, EE and outcome variables

The study consisting of three multi-dimensional constructs (IB, EB, and EE) and three single-dimensional constructs (EJS, EBP, and EBL). Each construct was developed and validated in Indian organized retail context (front-line employees) with a sample of 884. Initially from the literature, IB was developed as three-dimensional scale consisting of internal communication, brand oriented training and brand oriented leadership (BOL). Later, it has been observed from the analysis that the front-line employees' perceived internal communication and brand oriented training are similar activities and thus both the variables are fall under one dimension and study named it as brand oriented communication and training (BOCT). According to Indian organized front-line retail employees, IB was a two-dimensional scale with BOCT (5-items) and BOL (4-items).

Further, initially, the construct EB identified five important dimensions from the literature. During the process, it has been reduced to four dimensions where front-line employee perceptions on social values and employment values are same and therefore, the dimension is named as employment and social values (ESV). The EB construct was a multi-dimensional construct with four sub-constructs namely application and development value (ADV) with 5-items, financial value (FV) with 3 –items, employment and social value (ESV) with 5-items and organization culture and reputation value (OCRV) with 6 items. Similarly, EE was also a multi-dimensional construct including job engagement (JE) with 6-items and organization engagement with 4-items. Lastly outcome variables were uni-dimensional constructs, that is, EJS with 9-item scale, EBL with 7-ietm scale and EBP with 6-item scale.

All the developed study constructs were tested for psychometric properties and qualified all the validity and reliability conditions. Further, the results of CFA (first-order and second-order) confirmed that each dimension of study constructs was positively correlated with their respective constructs. Therefore, IB, EB, EE and outcome variables were considered as a robust measurement scales for capturing the service employee perceptions in the Indian context.

5.5 Individual and combined effect of IB and EB on EE and outcome variables

To begin with, the results of correlation analysis (Pearson) revealed that all the drawn study relationships are positive and significant at 0.01 (2-tailed) and hence confirmed that model can be considered for advanced relationship testing. The results of CFA statistics for IB model (table 4.54) revealed that IB has a significant positive direct effect on EE (0.547, $p < .001$) but no direct effect on EJS (-0.08, n.s.) in the Indian organized retail context (front-line employees). These findings were consistent with the findings of the Lee et al., (2013) research work. Similarly, CFA statistics for EB model (table 4.55) revealed that EB has a significant positive direct effect on EE (0.856, $p < 0.001$) but no direct effect on EJS (-0.227, n.s.) in the Indian organized retail context and these findings were partially consistent with the findings of Piyachat (2015).

Further, the results of CFA statistics of combined model (table 4.64) revealed that direct effect between IB and EE was not significant (-0.166, n.s.), whereas the effect of IB on EE was significant when tested individually. Moreover, the direct effect of EB and EE was positively significant (0.97, $p < 0.001$), whereas the effect of EB on EE, was also significant when tested individually. These findings were consistent with the findings of Kunerth and Mosley (2011) and Piyachat (2015). Further, the direct effect between IB and EB was

positively significant (0.73, $p < 0.001$) and can conclude that this was the first empirical study tested the relationship between IB and EB. The findings are consistent with the recommendations of Foster et al., 2010. IB focuses on internal employees whereas EB on external constituencies (both potential employees and also organization's customers). In any service orientation as the organization's internal and potential stakeholders (both employees and customers) tend to interact with the front-line employees (customer touch-points), basing on these interactions they may form different perceptions about the organization and one among them may be the employer brand that may in-turn encourage them to join or not join the organization. Once a prospective employee joins the company, they may then become a customer touch point and undergo with the IB practices and the process continues. Therefore, it is important that both IB and EB activities must accurately and consistently communicate what actually the organization can offer (culture and values) to both existing and potential customers. These will in turn ensure that the organization's brand (corporate brand) delivers reliable practices at every customer interaction, accordingly with the changing business environment.

Further, the indirect effect between IB and EE through EB was positively significant (0.715, $p < 0.001$) and conclude that organizations who invest more time and money on their IB and EB practices would gain significant impact on EE (Kurneth & Mosley, 2011); the best employer could be differentiated with the high scores of EE (Aon Hewitt, 2011). Lastly, the direct effect between IB and EJS (-0.004, n.s.), and also EB and EJS (-.205, n.s.) were not significant. Thus, the study found that the IB and EB (separately) practices will directly influence on the levels of EE. In contrast when these constructs were combined, the direct effect of IB becomes invisible due to its narrow scope. Moreover, IB

was indirectly influence on the levels of EE through EB, because the scope of EB is wide, that is, it involves both existing and potential employees into the process. Also, EB incorporates all HR practices into the process of overall corporate brand promise delivery.

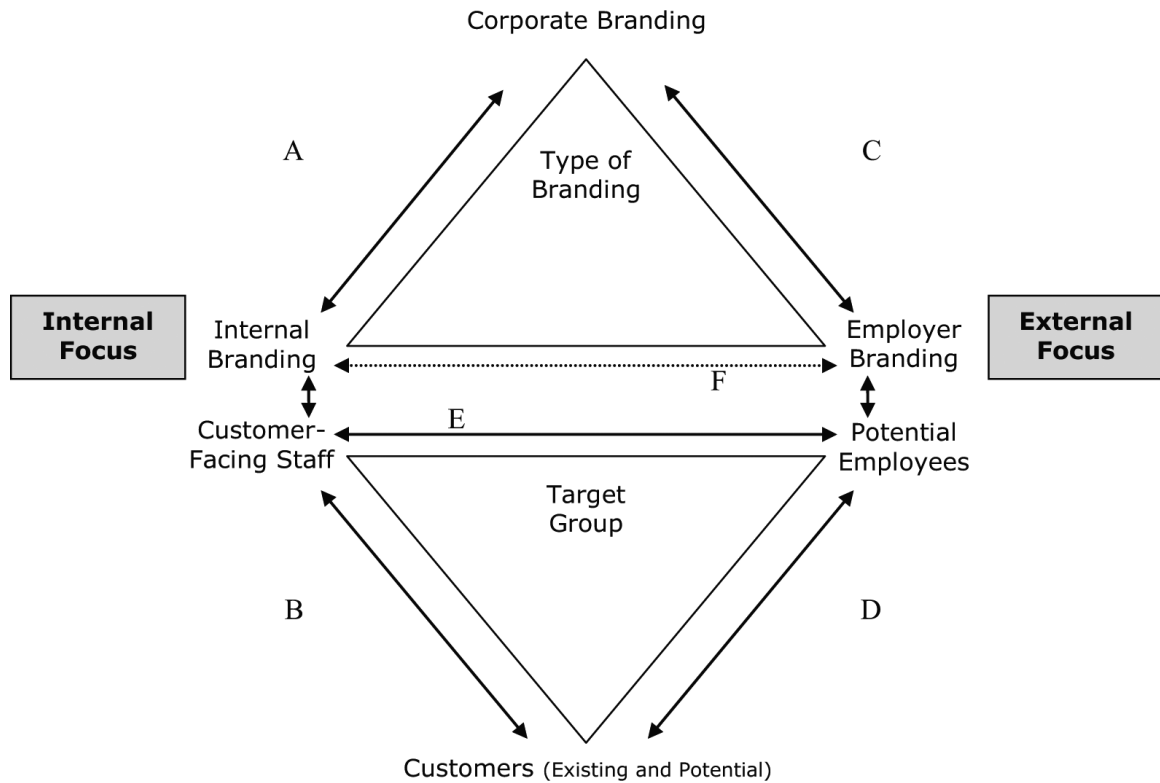


Figure 5.1 Relationship between IB, EB, and CB (Source: Foster et al., 2010)

5.6 Mediating effect of EE on input constructs (IB and EB) and outcome variables (EJS, EBP, and EBL)

The study examines the structural relationships between input variables (IB and EB) and outcome variables (EJS, EPB, and EBL) in the presence of mediating variable (EE). Based on the theoretical premise the study developed a competing model 1 (basic model), competing model 2 (serial model) and competing model 3 (research model). The measurement model was tested for its reliability and validity and from the results of model

statistics it can be confirmed that the model was fit for further analysis. Further, the results of CFA model fit statistics for competing model 1 (M_b) found that the model satisfies all required model fit conditions and confirmed that all the drawn relationships were positively significant at 0.001 except the relationship between IB and EE. Similarly, competing model 2 (M_s) also satisfied all the requirements and the results were similar to M_b . Finally, the competing model 3 (M_r), that is, the proposed research model is an integration model of both direct and indirect relationships shown in the above two competing models (M_b and M_s). The model fit statistics results satisfied all the required fit conditions and it was tested for its reliability and validity for further analysis. Chi-square differences statistical test was conducted to choose the best model from the three competing models. From the comparative analysis table, it was found that the M_r – proposed research model was significant and comparatively better than the two models (M_b and M_s). Therefore, the proposed research model (M_r) was considered for the further mediation analysis.

The results revealed that the direct relationship between EB and outcome variables were not significant. But, the direct relationship between EB and EE was positively significant and EE and EJS were also positively significant. The bootstrap results revealed that EE mediates the relationship between EB and outcome variables (EJS, EBL, and EBP) and found that the mediation effect was full because the direct relationships between EB and EJS, EB and EBL, and EB and EBP were not significant. The total direct and indirect effects between EB and EJS are .351 and .715, EB and EBL are .315 and .79, and EB and EBP are .231 and .813. It was clear from the results that the direct effect of EB and outcome variables was comparatively lesser than the values of indirect effects and was not

significant. On the other hand, the indirect effect between EB and outcome variables was significant and accounted high. Finally, the direct relationship between IB and EE was not significant, therefore, no mediation effect exists between IB and outcome variables and also found that the direct relationship between IB and outcome variables were not significant.

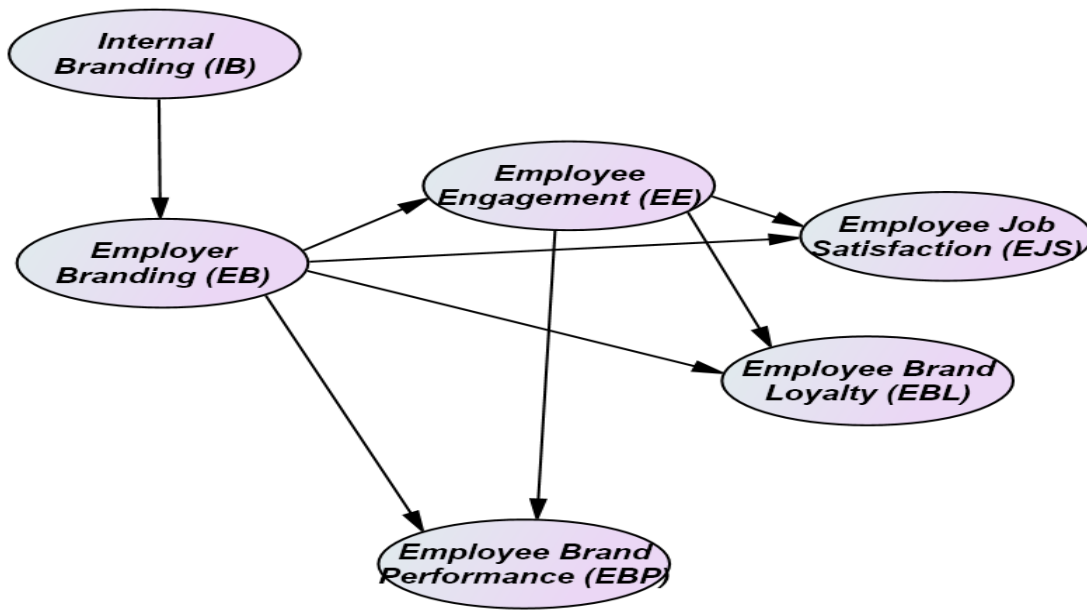


Figure 5.2 Mediating model of IB, EB, EE and outcome variables

5.7 Moderation analysis

The study examined the structural relationships between input variables (IB and EB), mediating variable (EE) and outcome variables (EJS, EBP, and EBL) with 9 moderating variables which were classified as follows:

- Demographic factors – a) Gender (male and female), b) Age (18-25, 26-35, 36-45, 46-55), c) Marital status (single and married), d) Education (SSC, under-graduation, graduation, post-graduation)

- Functional factors – a) Experience in the current organization (6months-1year, 1-2 years, 2-3 years, 3-5 years and more), b) Total retail experience (less than 5 years, 5-10 years, 10-15 years and more), c) Nature of job (sales, customer relations, supervisory, administrative), d) Position in the company (lower-management, administration, customer touch points) and e) Plan in the next three years (work with the same company, change company, early retirement).

The results of the moderation analysis revealed that demographic factors of front-line retail employees have no moderation effect on the study relationships. Further, functional factors have partial moderation effect on the study relationships, that is, position in the company has significant moderation effect on the relationship between EE and EBL and EJS and EBL. Similarly, plan in the next three years has significant moderation effect on the relationship between IB and EB, EE and EJS, EE and EBP. These results are partially consistent with the findings of Punjaisri et al., (2008).

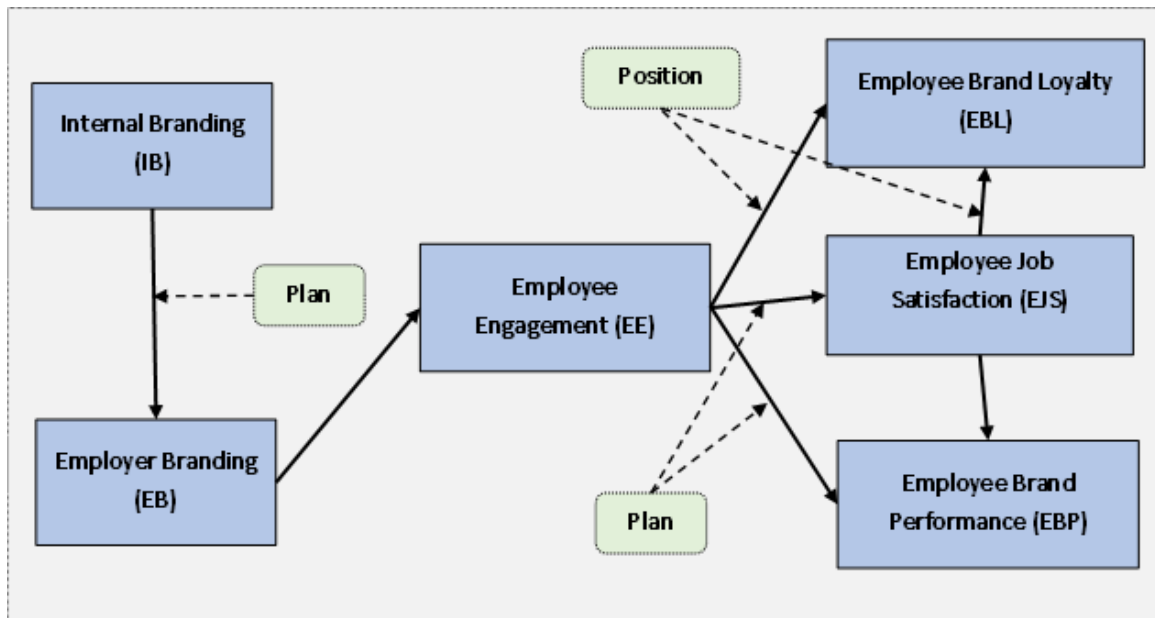


Figure 5.3 A model of inter-dependent relationships of IB, EB, EE and outcome variables

Figure 5.3 represents the inter-dependent relationships of IB, EB, EE and outcome variables which are obtained from the systematic research investigation. To begin with, the theoretical framework of the study was conceptualized on the premise of SET (Blau, 1965), RBVT (Barney, 1999), POFT (Cable & Judge, 1996) and TPC (Hendry & Jenkins, 1997). According to SET (Blau, 1965) and RBVT (Barney, 1999), when organizations invest time and money on the employee (human resources) related brand activities (IB and EB), that is, front-line employees who receive work-related support from the management will tend to respond by engaging themselves in the work-roles (job) and the corporate brand promise delivery (organization). Also, argued that committed and engaged front-line employees are the key touch points between the organization and its customers (including potential employees). Therefore, based on these interactions, the potential hires may form a perception about the organization as a “best place to work”, that is, prospective employees tend to match their personal values with the organization's values, which may persuade them to join or not join the organization which was consistent with the POFT (Cable & Judge, 1996). When these prospective employees become new employees, they again exposed to both IB and EB practices. During the process, both IB and EB activities should precisely and consistently communicate what actually the organization is (values and culture) to the new employees in order to avoid perceived violation of a psychological contract, which was consistent with the TPC (Hendry & Jenkins, 1997).

5.8 Practical implications

The study provides various important implications for human resource professionals, especially in a services context. These implications might provide a base for the top-

management executives at the time of designing the new corporate brand policy or restructuring the existing brand strategies/policies.

- The study has explored the effect of internal branding (IB) and employer branding (EB) on several critical organizations factors by proposing a model that includes employee engagement (EE), employee job-satisfaction (EJS), employee brand loyalty (EBL) and employee brand performance (EBP).
- The study investigated that IB (internal communication, brand oriented training, and leadership) and EB (applications and development value, financial value, social and employment value, and organizations culture and reputation) has a significant effect on EE. One of the organizations critical differentiator in the services market is front-line employee positive attitude (employee job-satisfaction) and behaviour (employee brand performance and brand loyalty) through engagement, which in turn leads to organizations outcomes such as customer satisfaction and loyalty, attracting potential talent hires, reducing employee turnover and maintenance cost, and organizational profitability. Therefore, one important practical implication from the study suggested that in order to engage critical customer-facing staff, service organizations first focus on employee related corporate brand activities (IB and EB).
- Further, the developed measurement scales can help organizations to know their service employees perceptions about their IB and EB activities and how these perceptions influencing their attitude and behavior towards the job and the organization.

- Service organizations, who are still in their early stages of business, can adopt IB practices alone because effective internal communication system will always help existing service staff to know about the organization's aspirations and goals. Further, brand oriented training allow them to upgrade with the suitable brand related skills and knowledge which will help them at the time of customer interaction. Lastly, brand oriented leadership (role models, rewarding and empowerment) will enhance employee commitment towards the job and motivate them to put extra efforts in achieving personal as well as organization long-term goals.
- The success of employer branding is in the hands of top management professionals where it requires more strategic policy making and implementation. Therefore, the current study developed a robust measurement scales (IB and EB) which help them to know whether the service organization currently have internal (existing employees) and external (includes potential and existing employees as well as customers) support system in place and if so, whether the system is working properly or not.

5.9 Theoretical implications

The various theoretical implications are as follows

- The study developed suitable scales for both IB and EB in order to measure the employee perceptions about their employee-related CB practices in the Indian services context. Both the scales gained vigor and strength by satisfying various validation and reliability conditions to achieve psychometric properties. These were considered to be the first scales developed in the Indian services context and

therefore, this can be considered as the studies major contribution to the body of CB literature in the services context.

- Limited research has been carried in the field of CB, in particular to service employees' context. Very few research works investigated the link between IB, EE and outcome variables and EB, EE and outcome variables in various other contexts (for example industry, country and many others). The current study findings were consistent with the findings of earlier studies; therefore, the considered relationships were also valid in the Indian context.
- Further, the combined effect of IB and EB are permitted only to conceptual developments but there is a lack of empirical evidence and support in the existing CB literature. Therefore, the current study attempted to empirically investigate the relationship between IB and EB and also tested the combined effect of IB and EB on EE.
- In addition to, the study also explored the dynamics of employee related CB activities (IB and EB) and service employees' attitude (EJS) and behavior (EBL and EBP) through a mediating variable (EE) which was another unique contribution to the existing body of knowledge.
- Employee position in the organization moderates the relationship between EE and EBL, and EJS and EBL. Similarly plan in the next three years moderates the relationships between IB and EB, EE and EJS, EE and EBP.

5.10 Conclusion

- The major purpose of this study was to explore the structural relationships of internal branding, employer branding, employee engagement, and outcome

variables (employee job satisfaction, employee brand loyalty and employee brand performance).

- The study developed robust measurement scales to capture the employee perceptions on employee-related corporate branding practices (IB and EB), EE and outcome variables in services setting which is a unique contribution to the existing literature in the Indian context.
- The data was collected from 844 respondents', that is, front-line retail employees working with the top five corporate retailers. The results indicated that there are direct positive significant effects between IB and EB, EB and EE, EE and EJS, EE and EBP, EE and EBL, EJS and EBP and EJS and EBL. Further, EE significantly mediates the relationship between EB and outcome variables and highlighted with a full mediation effect. The study attempts to explain the relationship between EB and EE towards outcome variables and also integrating method of IB and EB towards EE conceptually.
- The study has contributed to both practitioners and academic pool of knowledge; the constructs of the study have been explored both as mediators and moderators to facilitate a finer understanding of the complex issues relate to attitude and behaviour of the employees in the organization.

5.11 Limitations and directions for the further research

- The study adopted purposive sampling method which is a non-random sampling technique and may have a chance of sampling bias. Therefore, future studies can adopt random sampling techniques to avoid sampling bias for further validation.

- The current study tested the relationships in Indian organized retail context (front-line employees). In order to understand better about the synergies exists among the study constructs researchers can re-test this model in other services context also.
- There were two temporal orders identified from the literature, that is, a) EE leads to EJS, EBL, and EBP and b) EE leads to EJS, that in-turn leads to EBL and EBP. Both the temporal orders were positively significant and the findings were consistent with the prior studies. But, to have an in-depth understanding of various temporal orders, the experimental research would provide proof of evidence to explain the exact direction.
- The current study identified EE as job engagement and organizations engagement, whereas, the variance in EJS and is accounted more from the job engagement as compared with the organization engagement. Similarly, EBL and EBP are credited from organization engagement when compared to job engagement. Therefore, further research on EE can explore various engagement (job and organization) outcomes helps services organizations to identify various possible relationships more clearly.
- The study adopted a quantitative approach to examine the relationship between IB and EB, but to have an in-depth understanding of the integration approach of IB and EB; researchers can adopt qualitative case studies.
- Finally, the study examined the relationships based on the existing employees' perceptions. Knowing the perceptions of internal resources help to understand the type of relationships whereas involving all the organization stakeholder groups would give full and clear understanding of the two-way relationships, for example,

effective delivery of corporate brand promise leads to customer satisfaction (perceptions of customers), attracts potential hires (perceptions of prospective employees), shareholders return on invest (perceptions of shareholders) and total return on investment (top-management perceptions). This is one of the most important and critical direction for further research.

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APPENDICIES

APPENDICIES

Annexure I



Urmila Itam, Research Scholar
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Questionnaire for Organized Retail Employees

- The purpose of this survey is to study your thoughts and experiences at your workplace. The questionnaire is designed to collect data which will be used purely for the academic (Doctoral Research) purpose.
- The statements below are related to certain aspects of your work experiences. You will probably agree with some of the statements and disagree with others. Please indicate your own personal opinions about each statement below by marking the appropriate option that best describes you and your work experiences. There is no right or wrong answer.

Part 1: Please evaluate the current company using the following scale (1 = strongly disagree, 2 = disagree, 3 = neither disagree nor agree, 4 = agree, 5 = strongly agree).

S.no	Statement	1	2	3	4	5
1	The organization I work in is communicating formal brand related material to me and my colleagues (brochures, booklets, e-mail etc.)					
2	The organization I work in informs me what our organizations brand stands for					
3	The organization I work in informs me of my role in the organization					
4	I have received training/instructions about how I should carry out my work role					
5	I have received training/instructions about how I should treat customers					
6	I have received training/instructions about how to be customer focused					
7	I am allowed a high degree of own initiative when taking care of customers					
8	My manager(s) regularly work side by side with me and my colleagues in the daily work					
9	My manager(s) act as a role model in my daily work					
10	When I first started working here the company’s values matched my own values Well					
11	I am encouraged by my managers to make own decisions regarding the daily work					
12	What my organization’s brand stands for is reflected in my daily work					
13	In my company, I have effective internal training opportunities to learn new Skills					
14	In my company, I have opportunity to apply what was learned from various training programs					
15	In my company, I have opportunity to teach others from what I have learned					
16	I feel good about myself as a result of working for a particular company					
17	I feel more self-confident as a result of working for a particular company					
18	I am sure that I am gaining career enhancing experience working for a particular company					
19	The company I work in is more of customer oriented					

20	In my company, I have continuous praise and recognition from management					
21	All in all, working with this company is an add-on advantage for career development					
22	My company has a competitive compensation such as salary, commission, bonus and overtime					
23	My company has a competitive non-salary benefits such as welfare, medical, holiday and scholarships					
24	I believe that my company provides me with high job security					
25	I believe that my company provides me with adequate resources and facilities within the organization					
26	I am happy to say that my company provides me with an attractive overall compensation package					
27	In my company, I have good variety of work activities					
28	In my company, I have challenging and interesting tasks to do					
29	My company provides me with individual development plan					
30	My company empowers employee to make decisions within the job					
31	My company has fair and tangible performance measurement tool					
32	My company provides better hands-on inter departmental experience					
33	My company provides good promotion opportunities within the organization					
34	My company has "employee first attitude"					
35	There are friendly relationships among employees in our organization					
36	There are friendly relationships among employees in our organization					
37	In my company, I have opportunity to support and encourage colleagues					
38	My organization is a fun and happy working environment					
39	I believe that I am working in a respectable environment					
40	My organization has executable vision, mission and policy					
41	My organization has effective internal communication					
42	My organization provides access to information and supports for open and honest feedback					
43	My organization has good governance					
44	My organization provides better work-life balance					
45	My organization has high work-related values and standards					
46	My organization has innovative products and services					
47	My organization has well-recognized and diversified products and services					
48	My organization has noble work practices, forward thinking and an innovative employer					
49	My organization is socially and environmentally responsible					
50	My organization is a humanitarian organization (gives back to society)					
51	My organization has good reputation and image					
52	Overall, my organization is a very good brand to have on the resume					

Part 2: Please evaluate how the following statement describe you using the following scale (1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = disagree, 5 = strongly disagree).

53	I really "throw" myself into my job					
54	Sometimes, I am so into my job that I lose track of time					
55	This job is all consuming, i am totally into it					
56	My mind never wanders and I do not think of other things when doing my job(R					
57	I am enthusiastic about the job I do					
58	I view my job as being meaningful and purposeful					

59	When I wake up in the morning, I really want to go to work					
60	I feel unhappy when i need to continue working for longer hours (R)					
61	I am highly engaged in this job					
62	Being a member of this organization is very captivating					
63	I am really into the “goings-on” in this organization					
64	Being a member of this organization makes me come “alive”					
65	Being a member of this organization is exhilarating for me					
66	One of the most exciting things for me is getting involved with things happening in the organization					
67	I am highly engaged in this organization					
68	I am committed to this organization					

Part 3: Please evaluate how the following statement describe you using the following scale (1 = strongly disagree, 2 = disagree, 3 = neither disagree nor agree, 4 = agree, 5 = strongly agree).

69	I will be happy to spend the rest of career in this organization					
70	I am planning to search for a new job during the next 12 months					
71	My intention to stay is driven by the fact that I am competent in delivering the brand promise					
72	I say positive things about my organization to other people					
73	I recommend our organization to someone who seeks my advice					
74	I often transmit brand positive value to my friends and family					
75	I have trust and loyalty towards the organization brand					
76	The quality level of my services meets the brand standards of the organization					
77	I can successfully fulfil the responsibilities specified in my job					
78	I effectively fulfil the promise that the brand has with customers					
79	I always handle customers specific requests within a standard set for the brand					
80	I strengthen my professional knowledge to foster brand value and performance					
81	I am willing to endlessly enhance my brand-related skills to meet the desire brand performance					
82	In general, I like my job very much					
83	In general, I like working here					
84	I am sure that my current job is suitable for my capability and aptitude					
85	In general, I feel very comfortable working here					
86	I am usually passionate about my job					
87	My job is like a hobby to me					
88	I find real pleasure from my job					
89	I am disappointed with my job that I am doing (R)					
90	All in all, I am satisfied with my job					

Part 4: Demographic information

1. Gender 1) Male 2) Female
2. Age 1) 18-25 2) 26-35 3) 36-45
 4) 46-55 5) 56 and above
3. Marital status 1) Single 2) Married 3) Divorce

4. Education 1) SSC 2) Intermediate 3) Degree
 4) Post-Graduate 5) Others
5. Experience in the 1) Fresher 2) 1 - 2 year 3) 2-3 years
current organization 4) 4-5 years 5) More than 5 years
6. Total experience in the 1) Less than 5 years 2) 5-10 years 3) 10-15 years
Retail sector 4) More than 15 years
7. Nature of job 1) Sales 2) Customer relations
 3) Supervisor 4) Administration
8. Position in the 1) Lower management 2) Administrative
Company 3) Customer touch points / sales team
9. Plan in next 3 years 1) Work with current company
 2) Change company 3) Early retirement

Thank-you for your time and patience

PUBLICATIONS

Journals

1. Urmila Itam & Sapna Singh (2016). Exploring the link between employee engagement and corporate branding: An interdisciplinary approach. *International Journal of Business & Management*, 4(1), 150-160.
2. Urmila Itam & Sapna Singh (2012). Key dimensions of employee engagement: A study on Hyderabad organized Retailing. *Sumedha Journal of Management*, Vol 1(4), 57-63

Conference Proceedings

1. Urmila Itam & Sapna Singh (2014). Understanding the relationship between corporate branding and employee engagement. *Conference Proceedings of the International Conference at National Institute of Technology, Rourkela*, (ISBN: 978-93-5196-520-6) Published in Springer.
2. Urmila Itam & Sapna Singh (2012). Employee engagement: A key Dimension for Internal Brand Building in Organized Retailing. *Conference Proceedings of the International Conference on Managing Human Resources at the Workplace by SDMIMD, Mysore*, (ISBN No: 978-81-922146-4-1).

CONFERENCE PAPERS

1. Urmila Itam & Sapna Singh (2014). *“Exploring the link between employee engagement and corporate branding: An interdisciplinary approach”* in the 3rd International Marketing Conference (MARCON 2014), organized by Indian Institute of Management Calcutta (IIMC) during 18th to 20th of December, 2014.
2. Urmila Itam & Sapna Singh (2014). *“Exploring the Relationship between Corporate Branding and Employee Engagement”* in the XLRI Doctoral Colloquium, held at XLRI, Jamshedpur during 18th and 19th of October, 2014.
3. Urmila Itam & Sapna Singh (2013). *“Internal Branding: Connect employees with the brand in organized retail”* in the 5th international conference on excellence in research and education organized by Indian Institute of Management Indore (IIMI) in collaboration with Universiti Tun Abdul Razak, KL, Malaysia during 9th to 12th of May, 2013.

WORKSHOPS

1. Attended 7th National Research Methodology workshop organized by Prestige Institute of Management, Gwalior during 20 - 23 August 2015.
2. Participated in workshop on Data Analysis using Advanced Excel and Advanced SPSS organized by R K Business School, Hyderabad on 3rd January 2015.
3. Participated in 21 days Refresher Course in Research Methodology conducted by UGC-Academic Staff College, University Of Hyderabad during 18th December 2013 to 07th January 2014.
4. Attended the ten-day “Research Methodology Course in Social Sciences for Ph.D. Scholars” organized by ICSSR in collaboration with PVP Siddhartha Institute of Technology, Dept. of Business Administration, Vijayawada during 3rd - 12th September 2013.